Ministry of Justice

Annual Report for 2014-15

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Government of Saskatchewan

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Letters of Transmittal

The Honourable Gordon S. Wyant, Q.C., Minister of Justice and Attorney General

The Honourable Christine Tell, Minister Responsible for Corrections and Policing

Her Honour, the Honourable Vaughn Solomon Schofield,
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

The Ministry of Justice is committed to promoting safe communities, reducing crime and improving public confidence in the justice system through prevention, intervention and suppression.

In 2014-15, the Building Partnerships to Reduce Crime (BPRC) team made considerable progress on the Saskatoon Centre of Responsibility (COR) and assisted with the development of new Hubs in Meadow Lake and Melfort. Both the COR and Hub models have been recognized nationally as effective models for improving community safety and wellness.

The Ministry also fulfilled its commitments under the Saskatchewan Child and Family Agenda this year through the BPRC initiative and the new Counsel for Children Program. Additionally, the Ministry provided funding to keep Kate's Place open in Regina, and launched the Family Matters program to assist couples and children dealing with separation and divorce.

Meanwhile, changes to *The Elections Act* established a permanent voter registry and included new provisions making it easier for people with disabilities and members of the Canadian Armed Forces to cast their ballot. This year also saw numerous legislative changes and additions that will significantly increase protection and assistance available to victims of crime and vulnerable people.

This Annual Report represents our progress to the Legislature and to the people of Saskatchewan, and is an important accountability measure that assists the Ministry's plans for the future.

We respectfully submit the Annual Report of the Ministry of Justice for the fiscal year ending March 31, 2015.

Gordon S. Wyant, Q.C.,
Minister of Justice and Attorney General

Christine Tell,
Minister Responsible for Corrections and Policing

Government of Saskatchewan

Kevin Fenwick, Q.C.
Deputy Minister of Justice
and Deputy Attorney General

The Honourable Gordon S. Wyant, Q.C.,
Minister of Justice and Attorney General

Dear Sir:

This is an exciting time for the Ministry of Justice. We have made significant progress in 2014-15 with changes to the Victims Compensation Program, the implementation of the Counsel for Children Program, and several legislative amendments to help improve protections for vulnerable adults in our province.

We are continuously striving to improve access to justice by providing innovative services that are timely, understandable and affordable for Saskatchewan citizens. The successful launch of the Family Matters Program is helping to reduce costs for families requiring legal information.

I am very pleased with the progress over the past year. I applaud the dedication of Ministry officials on ongoing collaboration with community and justice partners to deliver programs and services that focus on the needs of Saskatchewan citizens.

As Deputy Minister of Justice and Deputy Attorney General, I acknowledge the responsibility of my office for the accuracy, completeness and reliability of the information contained in the Ministry of Justice Annual Report for 2014-15.

The Ministry has taken every step to ensure accountable and transparent governance practices in compiling and relaying information contained in this report. I have the honour of submitting the Ministry of Justice Annual Report for the fiscal year ending March 31, 2015.

Kevin Fenwick, Q.C.
Deputy Minister of Justice and Deputy Attorney General

Government of Saskatchewan

Dale R. McFee
Deputy Minister of Corrections and Policing

The Honourable Christine Tell
Minister Responsible for Corrections and Policing

Dear Madam:

As Deputy Minister of Corrections and Policing, I acknowledge the responsibility of my office for the accuracy and reliability of information that is contained for the 2014-15 Annual Report.

In recognition of its accountability to the Legislature and to the people of Saskatchewan for the information contained in this report, the Ministry has taken every step to ensure good governance practices in producing said report.

Corrections and Policing strengthened its alignment approach working more closely with policing, criminal justice and human service partners to improve community safety and reduce crime and victimization in Saskatchewan. The partnership focuses integrated service delivery on common goals and outcomes aimed at balancing community safety and wellness. Integrated service delivery addresses the needs in the local community through targeted initiatives in policing and through the evidence-based practices like our models of community safety and response to serious violent offenders. The growing knowledge, data and evidence of these practices is driving government to work better together for the best interests of our common client.

Lastly, the core business of Corrections and Policing could not be done without the commitment and passion of front-line staff and Ministry officials. Ministry staff continue to challenge the status quo, combining this with the power of data and analytics the coming year is apt with opportunity to continue innovating and leading evidence-based change.

It is an honour and a privilege to work with so many great people in the Ministry and to be able to submit this report on their behalf. This report is for the fiscal year ending March 31, 2015.

Dale R. McFee
Deputy Minister of Corrections and Policing

Introduction

This Annual Report for the Ministry of Justice presents the Ministry's results on activities and outcomes for the fiscal year ending March 31, 2015. It reports to the public and elected officials on public commitments made and other key accomplishments of the Ministry.

Results are provided on publicly committed strategies, actions and performance measures identified in the Ministry of Justice's 2014-15 Plan. The report also demonstrates progress made on commitments in the Government Direction for 2014-15: Steady Growth, *the Saskatchewan Plan for Growth – Vision 2020 and Beyond*, throne speeches and other commitments and activities of the Ministry.

The Annual Report demonstrates the Ministry's commitment to effective public performance reporting, transparency and accountability to the public.

Alignment with Government's Direction

The Ministry's activities in 2014-15 align with Government's vision and four goals:

Our Government's Vision

A strong and growing Saskatchewan, the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life.

Government's Goals

- Sustaining growth and opportunities for Saskatchewan people.
- Meeting the challenges of growth.
- Securing a better quality of life for Saskatchewan people.
- Delivering responsive and responsible government.

Together, all ministries and agencies support the achievement of Government's four goals and work towards a secure and prosperous Saskatchewan.

Ministry Overview

The Ministry of Justice provides a fair justice system that upholds the law, protects the rights of all individuals in Saskatchewan, promotes safe and secure communities, and provides legal and justice policy advice to the Government.

The 2014-15 restated full-time equivalent (FTE) budget was 2,801.0 FTEs, with actual FTE utilization of 3,098.4 (297.4 FTEs over budget). For more information, refer to the Financial Overview.

Various divisions and branches provide different services and functions within the Ministry of Justice.

Civil Law Division

The Civil Law Division provides legal services to ministries, agencies, boards and commissions of the Government of Saskatchewan. The Division conducts litigation for the Government, appears on behalf of the Government before administrative tribunals and provides legal advice and other legal services to the Government.

Community Justice Division

The Community Justice Division provides programs and services that respond to the needs of individuals and communities for increased safety and involvement in the provision of justice services. It supports the development of community-based services, offers alternative measures and crime prevention programs, coordinates Aboriginal and northern justice initiatives, funds community programs that address interpersonal violence and abuse, supports the Public Complaints Commission, provides for coroner investigations, and offers programs to assist victims of crime.

Community Safety Outcomes and Corporate Supports Division

The Community Safety Outcomes and Corporate Supports Division addresses longstanding challenges and root causes of crime. By dedicating time and resources to the evidence that will lead to community safety solutions and allowing the operational divisions to focus on core business, this Division operates with the goal of making systemic changes within government and society that will lead to lasting positive outcomes in terms of public safety, government finances and client satisfaction.

Court and Tribunals Division

Courts and Tribunals is responsible for Court Services, Court Security, Fine Collection, Enforcement of Money Judgment, the Office of Residential Tenancies and the Automobile Injury Appeal Commission. The Division provides for the delivery of all court administration services for the Saskatchewan Court of Appeal, Court of Queen's Bench, Provincial Court, Small Claims Court, Traffic Safety Court and the Office of the Supervising Justice of the Peace.

Courts and Tribunals also acts as the agent for the Attorney General in matters relating to adult court-appointed counsel such as responding to applications for court-appointed counsel, arranging for counsel to act for the accused and negotiating the payment for legal services provided to the accused. It is also responsible for the administration of the Commissioner for Oaths and Notary Public.

Custody, Supervision and Rehabilitative Services Division (CSRS)

CSRS administers the *Youth Criminal Justice Act*, which deals with youth ages 12 to 17 who break federal laws, and *The Correctional Services Act*, which applies to all adult offenders that fall under provincial jurisdiction. The Division provides for varying levels of offender care, control and supervision, and designs and provides programs aimed at reducing reoffending and improving the ability of offenders to reintegrate into their communities.

Innovation Division

The Innovation Division provides support and coordination of justice reform and innovative initiatives across the Ministry and works with a range of justice system partners. These initiatives serve to address access to justice concerns and provide better service to citizens relying on the justice system. There is also a focus of putting Saskatchewan citizens first by providing quality justice services that are understandable, timely and affordable.

Innovation also provides oversight and support to the Innovation and Strategic Initiatives Branch, the Dispute Resolution Office, Family Justice Services, the Maintenance Enforcement Office, Public Guardian and Trustee and the Access and Privacy Branch. Additionally, it serves as the Ministry liaison to the Saskatchewan Human Rights Commission and Saskatchewan Legal Aid.

Policing and Community Safety Division

The Policing and Community Safety Division is mandated to help keep communities safe and maintain public order and safety in Saskatchewan by ensuring that effective policing and private security programs uphold the rule of law and protect the rights of individuals.

This Division is responsible for oversight of municipal policing through the Saskatchewan Police Commission, the Saskatchewan Police College, Aboriginal policing and the Vehicle Impoundment Against Sexual Exploitation (VISE) program; providing funding for provincial policing services under contract with the RCMP; regulating the private security industry; coordinating the Public Disclosure Committee; enforcing *The Safer Communities and Neighborhoods Act*, *The Seizure of Criminal Property Act, 2009*, *The Criminal Enterprise Suppression Act* and *The Witness Protection Act*; and liaising with the National Crime Prevention Centre. As of 2013-14, this Division also includes the Intelligence and Investigation units.

Public Law Division

The Public Law Division provides legal services to the Government. These services include advice with respect to Aboriginal law, trade law, constitutional law and the legal, policy, and technical aspects of legislation. This Division publishes and distributes legislation, regulations, and other government publications through the Queen's Printer. As of 2013-14, the Office of Public Registry Administration is part of the Public Law Division.

The Division also provides support to independent boards and commissions, including the Financial and Consumer Affairs Authority, the Credit Union Deposit Guarantee Corporation, and the Film Classification Board.

Public Prosecutions Division

The Public Prosecutions Division represents the interests of the general public in the criminal justice system. It provides legal advice to government and law enforcement agencies. Prosecutors assess investigation results provided by law enforcement agencies and determine whether the available evidence meets the standard for prosecution. The Division also plays a large role in training law enforcement officials.

Support Branches

A number of branches within the Ministry of Justice provide support functions to various areas of the Ministry. These areas include: the Communications Branch, Corporate Affairs, the Corporate Services Branch, the Freedom of Information and Privacy Branch, Research and Evidence-based Excellence, and Strategic Systems and Innovation.

Key Partners

To achieve its major commitments, the Ministry needs the participation of key partners.

These include:

- community-based organizations;
- regional health authorities;
- police services;
- the RCMP;
- the judiciary;
- the private bar;
- the defence bar (e.g., Legal Aid);
- probation services;
- youth restitution, education, employment and reintegration programs;
- business and consumer organizations;
- First Nations and tribal councils; and
- Métis organizations.

Collaboration with the federal government is also essential, particularly with respect to criminal justice and sentencing reform, matters concerning First Nations peoples, and cost-sharing and contribution agreements.

The Ministry's relationship with other justice partners, human service ministries and other boards and agencies is also crucial in developing a collaborative approach to dealing with crime, its underlying causes and the justice needs of individuals.

Progress in 2014-15

Government Goal: Securing a better quality of life for Saskatchewan people

Strategy: Reduce crime and improve public confidence in the justice system through prevention, intervention and enforcement linked with suppression

Results

- Throughout 2014-15, the Ministry's Building Partnerships to Reduce Crime (BPRC) initiative continued its support of Community Mobilization Prince Albert (CMPA) and its Hub and COR components. Hubs are multi-disciplinary groups of front-line workers that coordinate intervention and short-term solutions for at-risk individuals and families. The COR networks are teams of professionals who work to develop longer term solutions towards crime reduction. The Prince Albert COR continued to take on more regional responsibilities, offering consultation and data analysis to several Hubs in communities outside Prince Albert.
- The Ministry continued to implement the BPRC initiative. New Hubs were created in Meadow Lake and Melfort, bringing the total in the province to 12. Several other communities have also expressed interest in developing Hubs in the future. A COR was also announced for Saskatoon in late 2014, and will become operational in the 2015-16 fiscal year. This will be Saskatchewan's second COR, and will join the one in Prince Albert in providing support to Hub programs across the province.
- The BPRC initiative continued to focus on violent threat risk assessment and is working with the Saskatoon Hub and Islamic community on a pilot project to counter violent extremism. Work is also underway to align Hub and COR practices with an inter-ministerial initiative that supports complex families through customized interventions.
- The Community Safety Officer (CSO) program was rolled out in collaboration with the Saskatchewan Association of Rural Municipalities (SARM), the Saskatchewan Urban Municipalities Association (SUMA), the RCMP and the Saskatchewan Association of Chiefs of Police. Under the program, a six-week training program was established at Saskatchewan Polytechnic. Through the program, CSOs are trained to provide high priority, low-risk services such as traffic, liquor and bylaw enforcement. They are also qualified to serve as crime prevention community liaisons. The Ministry is encouraged by the scheduled graduation of the first class of CSOs in April 2015 and the interest communities are showing in the program. Further evaluation is underway as the CSO program and enhancements to other special constable appointments are fully implemented.
- Results from the Serious Violent Offender Response (SVOR) program, currently operating in North Battleford and Saskatoon, have been promising. Initial evaluations in 2014-15 showed the following results:
  - The likelihood of high-risk violent offenders to reoffend dropped from 46.5 per cent (based on previous incarceration history) to nine per cent once they became involved in the SVOR program.
  - The SVOR program also reduced the severity of subsequent offenses, leading to significant harm reduction.
  - The SVOR program resulted in significant cost savings. An independent analysis conducted by the Department of Economics at the University of Regina demonstrated that every $100 invested in the SVOR program resulted in $1,700 in savings. These savings include justice system expenditures on prevented crimes, as well as costs victims and society would have incurred had the projected crimes not been prevented.

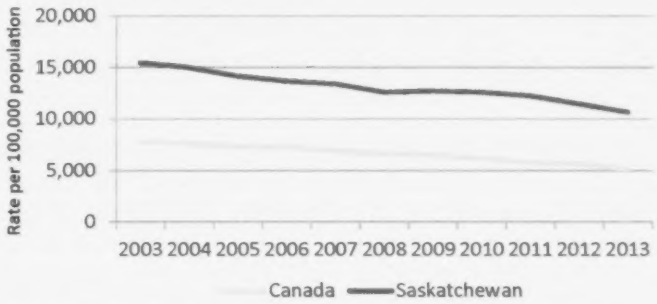
- The province has entered into an agreement with the National Crime Prevention Centre to support the Northern Integrated Initiative (NII) for violence reduction for a five-year period commencing April 1, 2015. The NII will also receive $4.5 million in federal funding, through the province, to implement and oversee a community-based violence reduction initiative in the communities of Sandy Bay, Deschambault Lake and Pelican Narrows.
- The focus of the province-wide strategy for serious violent offenders has been shifted from Yorkton to the northeast to align with the NII. Jointly, the RCMP and the Ministry have taken part in five community consultations on program development.
- The Ministry continued to work with the federal government to strengthen criminal law and processes that deal with victims and serious offenders. As the federal government introduced a number of criminal law reform bills, the Ministry undertook analysis and prepared for the implementation and process changes required provincially. Some of the changes relate to the Victims Bill of Rights, impaired driving, terrorism, child sex predators and life sentences for murderers.
- Alignment and practice continues in six key areas supported by the Deputy Minister's Expert Advisory Council: mental health and addictions; community mobilization; serious violent offenders; jobs, literacy and healing; community systems alignment; and sentencing practices. Two key examples of this alignment are the expansion of community safety models across the province and continued work on the Saskatchewan Hospital North Battleford project, which will provide mental health services to both male and female offenders. These initiatives provide services to clients across all six key areas.
- A cross-ministerial committee continued to work together to implement initiatives to support government's approach to building healthy relationships. The committee continued to work with the University of Regina, Saskatchewan Towards Offering Partnership Solutions to Violence (STOPS), and other organizations to raise public awareness about how to intervene when presented with a situation of interpersonal violence. In October 2014, the government declared the first ever Violence Prevention Week in Saskatchewan, which included several announcements such as the implementation of the revised Child Abuse Protocol, the pilot of the Sexual Abuse Response Team initiative in Regina and changes to *The Victims of Domestic Violence Act*.
- Ministry officials remain part of the Criminal Intelligence Service Saskatchewan Executive Committee, where work is ongoing to expand and enhance the national gang database. This benefits all partners through increased access and information sharing, which assists efforts to combat gangs and organized crime in communities. The Ministry's Security Intelligence Unit also continues to be a valuable support for other divisions and branches and is working to expand these relationships. The Unit works with Court Security and the Safer Communities and Neighbourhoods (SCAN) program to provide security intelligence training.
- In 2014-15, SCAN worked to develop strong relationships in northern communities by regularly meeting with housing authorities from Prince Albert, Melfort, Nipawin and Creighton to share information and identify areas of concern. SCAN members also regularly attended meetings at northern RCMP detachments to establish and maintain relationships, and provide education about SCAN to RCMP members. SCAN promotes community safety and helps empower residents to take back their neighbourhoods by reporting problem residences or businesses that are habitually used for illegal activities.
- The Ministry is supporting two Community Mobilization Prince Albert (CMPA) initiatives to promote the responsible use of alcohol and reduce violent crime:
  1. The Prince Albert and Region Alcohol Strategy held focus groups in the community and is working with affected stakeholders to prepare for the release of this program.
  2. An ongoing media campaign to create awareness among Prince Albert youth about the consequences of alcohol abuse. The Ministry is collaborating on this project with local school boards, SLGA, CMPA, SGI and the Prince Albert chapter of Mothers Against Drunk Driving (MADD).

- Other efforts to promote the responsible use of alcohol include CMPA's involvement in the Prince Albert Public Safety Compliance Team. This group works in the community to monitor and educate on responsible practices of alcohol sales in licensed premises.
- In January 2015, *The Seizure of Criminal Property Amendment Act, 2013 (No. 2)* was proclaimed. The Act allows the province to seek forfeiture of personal property from proceeds of crime through an administrative process without having to pursue an application in court. As of March 31, 2015, the Ministry has sent out 66 notices for administrative forfeiture. Payment has been received for eight of these notices, totaling $6260.01. Payment on the remaining 58 notices, totaling $115,107.01, had not been received for deposit as of March 31, 2015.
- Phase One of the Combined Traffic Services Saskatchewan program began with 10 traffic enforcement officers from the Saskatoon Police Service and 20 RCMP officers being deployed in the Saskatoon area. The Ministry continued to develop plans with the Ministry of Highways and Infrastructure for a unit in southeast Saskatchewan that will team 26 RCMP officers with officers from Estevan and Weyburn. Resources will be supervised by the RCMP and supported by traffic analysts. Officers will focus on areas with high collision rates, making these areas safer for residents.
- Photo enforcement of speed limits in construction zones will officially begin in May 2015. This program will make highways safer, especially for workers in construction zones. In 2014-15, the Ministry gathered data to help evaluate the process, including traffic counts and consultations with workers and enforcement personnel. Officials meet monthly with the service provider and operators to identify areas for improvement and ensure efficient implementation of changes.
- 1,200 young offenders and their victims participated in victim-offender mediation programs run by community agencies funded by the Ministry of Justice. The Young Offender Alternative Measures Policy revisions were fully implemented, followed by appropriate training on those changes for officials such as RCMP and municipal police.
- Public Prosecutions assumed docket court responsibilities in Estevan, Carlyle, Carnduff, Weyburn, Meadow Lake, La Loche, Lloydminster and Onion Lake. This marks the first year of a three-year process that will see Public Prosecutions assume prosecution responsibilities in all Saskatchewan docket courts. This will create efficiencies in the criminal justice system by involving prosecutors at the earliest stage of docket court.

Performance Measures

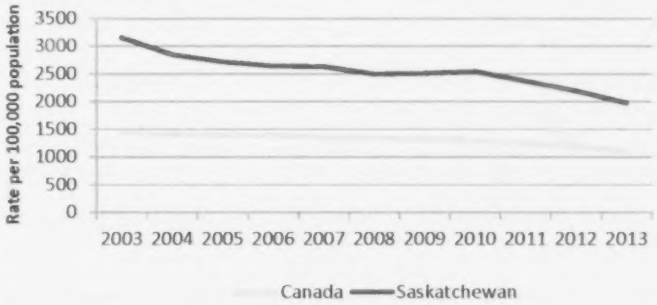
Crime Rates

Overall crime rate
Criminal Code crime (excluding Criminal Code traffic)
Canada and Saskatchewan



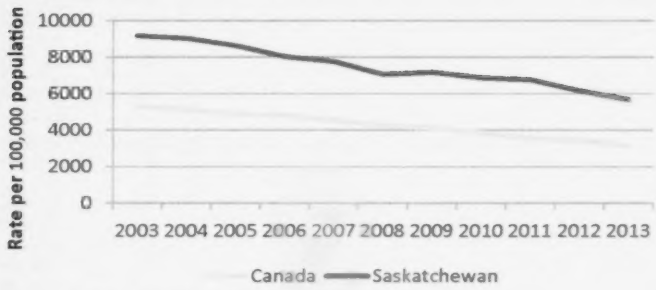
Source: Statistics Canada, CANSIM Table 252-0051

Violent crime rate
Canada and Saskatchewan



Source: Statistics Canada, CANSIM Table 252-0051

Property crime rate
Canada and Saskatchewan



Source: Statistics Canada, CANSIM Table 252-0051

The violent crime, property crime and overall crime graphs represent the most recent data available. Data from 2014 will be available from the Canadian Centre for Justice Statistics (CCJS) in July 2015.

These measures are of interest to the Ministry and the Government, as they provide a measure of the well-being of society. They also serve as the basis for planning and implementing specific key actions for the daily operations of Saskatchewan's criminal justice system. Most justice system funding and resources are used to respond to offending and victimization through enforcement and prosecution of offenders, or in working to reduce the risk of crime and increase public safety in other ways, such as community justice and crime prevention programming.

Generally speaking, crime rates provide information on how much and what type of crime is being experienced in communities. Crime rates do not describe how well criminal justice institutions are responding to crime. While the crime rate is often viewed as a justice sector issue and is a crucial consideration in justice planning, the root causes of crime are much broader.

Addressing root causes such as unemployment, lack of education, housing and family dysfunction requires integrated, comprehensive planning, funding and resources across many different sectors. Most of the factors influencing crime rates are out of the direct control of the Ministry, although the Ministry needs to be able to effectively respond to offending and victimization.

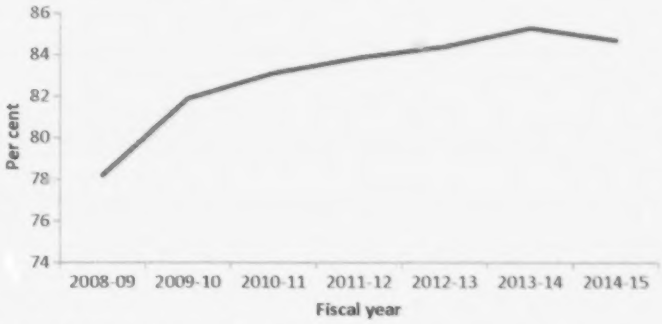
In 2013, Saskatchewan's crime rate and crime severity index declined seven and nine per cent, respectively. This was the ninth time in ten years that these numbers have fallen in the province. However, the Saskatchewan crime rate was more than double the national rate, and the crime severity index was 1.8 times higher than the national. Among the provinces, Saskatchewan had the highest rates for overall crime, violent crime and property crime, as well as the highest overall crime severity index and the second highest violent crime severity index.

Saskatchewan has had the highest police-reported provincial violent crime rate in Canada since 1997. It also has the highest provincial family violence rate, highest provincial intimate partner violence rate, the highest provincial child and youth violent victimization rates, the highest provincial rate of family-related violence against seniors, and the second-highest violent crime severity index value and homicide rate. Self-reported victimization data shows a similar pattern, with Saskatchewan and Manitoba having the highest provincial self-reported rates of violent victimization.

The crime numbers in Saskatchewan continue to be cause for concern despite the decrease in overall reported crime and crime severity in recent years. In addition, police-reported statistics mask the full extent of violent victimization in Saskatchewan. Not all violent incidents are reported to police.

Offender Accountability

Per cent of dollar amount of fines ordered paid within five years of disposition



Source: Courts and Tribunals, Ministry of Justice, 2015

Government of Saskatchewan

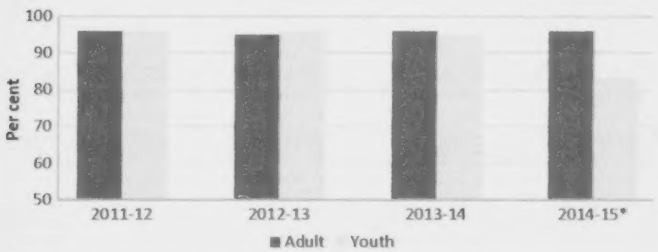
Fine Collection

The Ministry is responsible for fine collection. Offenders can be ordered to pay fines as part of their sentences. The time it takes offenders to pay fines varies and therefore, this measure is reported over a five-year range as a per cent paid of the dollar amount of fines ordered in a specific fiscal year (e.g., payments for fines ordered in 2005-06 would be reported over the following five fiscal years).

In 2014-15, this value was 84.67 per cent.

Although the Ministry attempts to have as much influence as possible over fine collection, it has a low-to-moderate influence over this measure. Factors such as the employment status and ability of the individual to pay are out of the Ministry's control.

Offenders successfully completing agreements in alternative measure and extrajudicial sanction programs



** Preliminary data. In 13 per cent of the youth cases in 2014-15, the outcome of the case was not specified.*

Source: Innovation and Strategic Initiatives, Ministry of Justice, 2015

Alternative Measures

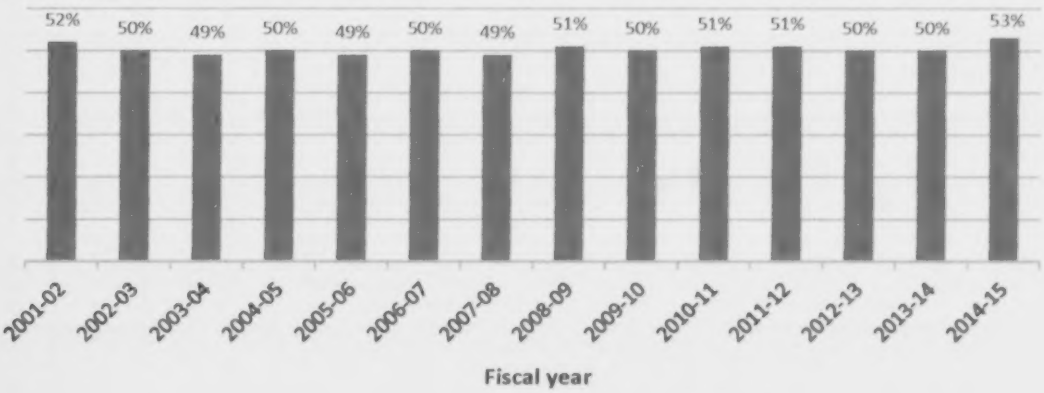
This measure provides data on the successful completion of agreements in adult and youth alternative measures and extrajudicial sanction programs that are the responsibility of the Ministry. These programs provide an option within the criminal justice system that allows crime to be addressed outside the formal court system. People accused of a criminal offence who take responsibility for their conduct may be offered the opportunity to address the harm caused by their actions by participating in diversion, mediation or conferences through a community-based program.

The Ministry has a low level of influence over the outcome of this measure. The following determinants have been identified as affecting program success, all outside the control of the Ministry:

- offender attitudes, values, beliefs, cognitive challenges and addictions;
- available treatment services and programs;
- family and social supports;
- education/employment opportunities; and
- changing police practices.

As well, this performance measure depends on external variables, such as the willingness of participants to reach agreements and the skills of the mediator/facilitator. This type of justice intervention may not have a long-term impact on some offenders if lifestyle conditions and supports remain unchanged. However, research and evaluation projects have shown that participants in alternative measure programs are less likely to reoffend than offenders who did not participate in this type of program.

Percentage of sentenced offenders not readmitted to a correctional program within 24 months, 2001-02 to 2014-15



Source: Adult Corrections Information Management System, Ministry of Justice, 2015

Reoffending following a custodial sentence

This measure is one indicator of the success of the Ministry's approach to enhancing public safety and reducing reoffending behaviour by providing offenders with effective rehabilitative interventions and appropriate security and supervision. Research shows that when correctional programs target risk factors that directly influence offending behaviour and when those programs are delivered in a manner that matches the learning style of offenders, reoffending behaviour can be reduced. The percentage of offenders who have completed custody and were not readmitted to any correctional program within 24 months is one indicator of program effectiveness.

It should be noted that the province's adult correctional centres provide services for offenders with sentences of less than two years. Therefore, the graph does not include offenders whose sentences are two years or longer and are serving in federal correctional facilities.

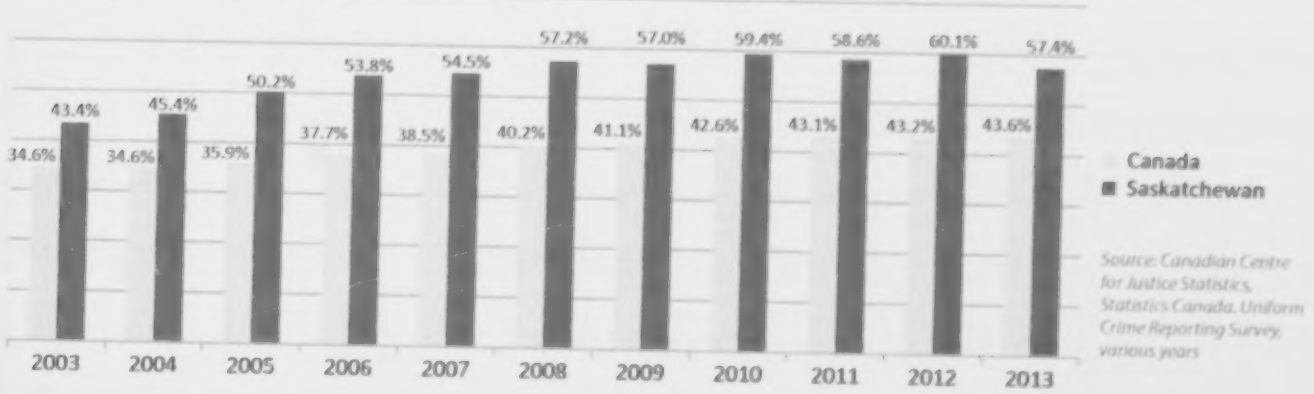
Rehabilitative programming is a key component of the Ministry's approach to reducing reoffending behaviour. Elements of the rehabilitative approach include addressing the main criminogenic factors that contribute to reoffending behavior, including antisocial thoughts and attitudes, low levels of education, lack of stable employment, family issues and addictions.

In 2014-15, the percentage of sentenced offenders not readmitted to any adult correctional program within 24 months of completing custody was 53 per cent. The Ministry recognizes that it is difficult to significantly increase this percentage given that the rate of violent crime remains high, offender counts in adult facilities continue to rise, and a large proportion of offenders are medium-to-high risk.

These factors all contribute to an environment that presents significant challenges to positively affect this measure. However, it should be noted that research indicates approximately 80 to 90 per cent of high-risk offenders reoffend within a two-year period. The statistics for Saskatchewan should be viewed in this context.

The measures detailed in the graphs above are of interest to the Ministry and the Government as they demonstrate the degree to which offenders are held accountable for their actions by the criminal justice system, a critical component of community safety.

Percentage of police-reported incidents cleared by charge or cleared otherwise, 2003-2013



Source: Canadian Centre for Justice Statistics, Statistics Canada. Uniform Crime Reporting Survey, various years

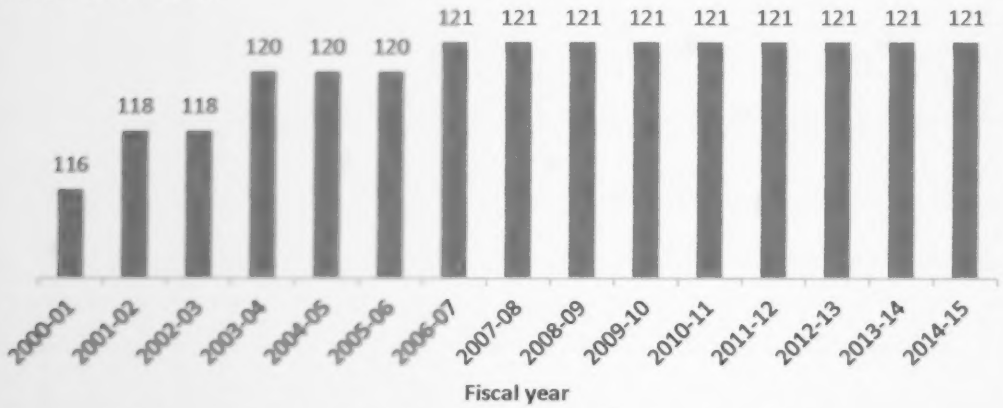
The graph above represents the most recent data available. Data from 2014 will be available from the Canadian Centre for Justice Statistics (CCJS) in July 2015.

This measure is of interest to the Ministry and the Government as it is one indicator of the success police services have in reducing crime and improving public safety through effective enforcement. This measure supports the Government's goal of quality of life and the Ministry's strategy to reduce crime and improve public confidence in the justice system through prevention, intervention, and enforcement linked with suppression.

The proportion of incidents that are cleared by charge or otherwise (clearance rate) is generally accepted as an important measure of effective policing. Clearance rates indicate the proportion of incidents that have been solved. "Clearance by charge" means a suspect has been identified and a charge laid. "Clearance otherwise" means a suspect has been identified and no charge laid for a variety of reasons (e.g., complainant refuses to testify). Investigations for more serious or complex crimes may take longer to complete.

Though this measure is one indicator of the Ministry's progress in reducing crime, the Ministry has limited influence over these results. While the Ministry provides funding to police services and indicates its priorities, it does not prescribe the day-to-day operations of Saskatchewan's police services.

Number of community-based organizations engaged in crime prevention activities with the Ministry, 2000-01 to 2014-15



Source: Community Justice Division, Ministry of Justice, 2015

** This measure reflects only programs funded by the Attorney General portfolio within the Ministry of Justice*

This measure is of interest to the Ministry and the Government because it demonstrates the extent of partnerships and relationships between the Ministry and community-based organizations (CBOs) offering justice-related programs in Saskatchewan communities. Partnerships with CBOs are a critical pillar of community justice activity and provide a measure of community engagement in crime prevention.

The Ministry of Justice participated in the review of cross-ministry approaches and practices used in working with CBOs. The review further validated the relationship and management process used by the Ministry, identifying it as an effective practice and benchmark for ministries working with the community sector.

Since 2003-04, the number of communities engaged in crime prevention activities with the Ministry has remained fairly constant. These programs include: community justice programs, victim services programs, crime prevention programs, and family violence prevention and crisis response programs. Implementation of the community-based model that the Ministry uses to promote community justice takes time. Community readiness is a critical factor because the community has a vital role in developing these programs to support a response to criminal behaviour and victimization that meets locally determined needs.

The Ministry has a high level of influence over the measure, as it often initiates and supports community participation throughout the province across its initiatives.

Strategy: Improve policies, services, supports and infrastructure to increase public confidence, efficiency and justice for all people in Saskatchewan

Results

- *The Lobbyists Act* and Regulations have been passed, and will be proclaimed once the Registrar has completed the work needed to establish the electronic registry system necessary for the operation of the new system. Completion is targeted for spring 2016. *The Lobbyists Act* recognizes that lobbying public office holders is a legitimate activity, but also that a framework is necessary to ensure the public knows who is attempting to influence government and why.
- A number of changes will make it easier for Saskatchewan residents to vote in future provincial elections. *The Election Amendment Act, 2014* will establish a permanent voter registry, remove the requirement for door-to-door enumeration, provide for

home-bound voting, and allow all qualified voters to vote at advance polls. The Act also makes Saskatchewan the first jurisdiction in Canada to provide special residence recognition to voters serving in the Canadian Armed Forces. Active members of the military will retain their Saskatchewan residency while serving outside the province.

- The Custody, Supervision and Rehabilitation Services (CSRS) Division has prepared a plan to systematically review all custody and community policies to ensure compliance with *The Correctional Services Act, 2012* and its Regulations. The Division has reviewed recommendations from internal investigations and coroner's inquests and has updated custody policies and practices to better ensure compliance and accountability.
- In 2014-15, Ministry officials delivered six "Corrections and the Law" presentations on *The Correctional Services Act, 2012* and its Regulations. Several policies and directives were reviewed, including those for search plans, peace officer designation and the Administrative Segregation Policy. Draft policies are underway that relate to transfers, video surveillance, earned remission, searching staff members for contraband, temporary transfers, inmate telephone calls and mail delivery to inmates.
- Based on research that showed low usage of youth correctional facilities and crowding of adult correctional facilities, the Ministry took the initial steps to rebalance the system. Kilburn Hall Youth Residence in Saskatoon was renovated to accommodate open custody youth previously housed at the Yarrow Youth Farm in Saskatoon. The Orcadia Youth Residence near Yorkton will be transformed into a reduced custody adult facility in order to reduce crowding pressures in other adult correctional facilities.
- The first jury trial was held in the completed addition of the Saskatoon Court of Queen's Bench in April 2014, and the entire project is expected to be completed in late 2015. Improvements were made at the Saskatoon Provincial Courthouse and design work has begun to expand and move the Traffic Safety Court.
- In April 2014, the Government announced an integrated mental health and corrections complex that will replace the Saskatchewan Hospital North Battleford (SHNB). Work on the procurement process progressed through the year in partnership with SaskBuilds, Prairie North Health Region, and the ministries of Health and Central Services. The new facility will be unique in Canada – Prairie North Health Region will provide mental health services, balanced with safety and correctional programs from the Ministry of Justice, to increase service quality to offenders with serious mental health issues and reduce offending. This initiative will also relieve pressure in adult corrections facilities. This project is expected to be completed by 2018.
- Infrastructure changes in adult correctional facilities include the continued construction of the new 144-bed unit at the Prince Albert Correctional Centre, the renovation of existing space into a cultural centre at the Pine Grove Correctional Centre, and security upgrades at the Saskatoon Correctional Centre.
- The Ministry added video court capability to the Regina Correctional Centre by fitting two interview rooms with video court equipment. This work is ongoing and will ultimately result in a total of five video court rooms at the centre. The second phase of the expansion to the Saskatoon Court of Queen's Bench also added a holding cell and a bathroom to the video court unit.
- Installation of conferencing equipment was completed in all 17 Victim Services soft rooms in Saskatchewan. Soft rooms are primarily located in police stations and provide a comfortable environment, particularly for child victims and witnesses of sexual and physical assault.
- The Ministry, the judiciary, RCMP and the Saskatchewan Association of Chiefs of Police are working toward clarifying the roles of prisoner transport in the

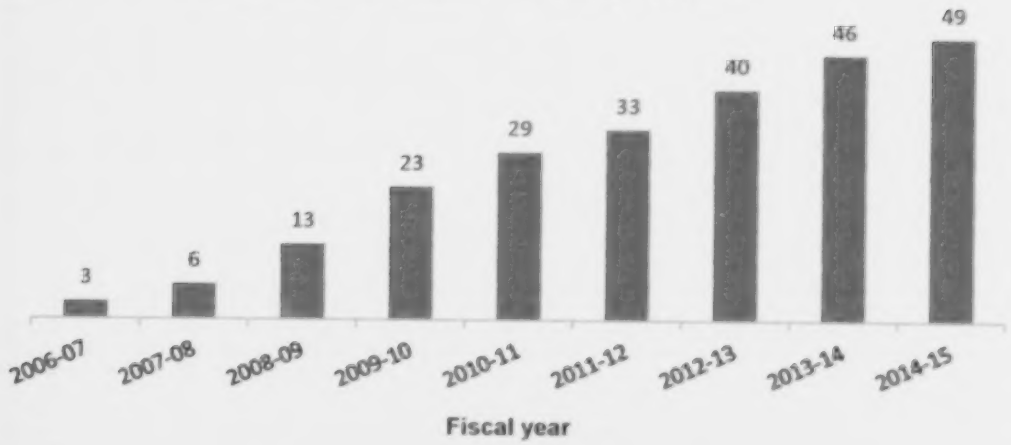
province, and have established a steering committee for this purpose. The committee is working toward implementing a provincial service model that addresses the safety and security of the court and the public, the offender's needs and dignity, and is financially and operationally responsible. The Ministry provides transport of prisoners in Regina, Saskatoon, Prince Albert and North Battleford, while the RCMP provides offender transport in other areas throughout the province. Relationships were enhanced and a framework was agreed upon to initiate a collaborative approach in the future.

- The Aboriginal Family Courtworker Program continued to operate in Regina and Saskatoon, and expanded to Prince Albert. The program provides important services that assist Aboriginal adults and youth in conflict with the law.
- The revised Child Abuse Protocol was released in October 2014. The Protocol is now shorter and more user-friendly, and concisely explains the role government ministries, police, communities, organizations and individuals must play in responding to suspicions of child abuse.
- The Mental Health Court model was supported by the judges in the Regina and Saskatoon Provincial Courts to better coordinate treatment and criminal justice needs for individuals exhibiting mental health issues who have been charged with a crime. The involvement of health and social services professionals has improved background information provided to the Court about offenders. This is resulting in increased support for offenders with mental health issues for whom community custody may be a better option than incarceration.
- The e-ticketing initiative with the RCMP has been successfully implemented across the province. The processing time for tickets has decreased dramatically. In some cases, tickets are processed in one day, compared to as long as four weeks in prior years. The new system is also very accurate, with an error rate of nearly zero per cent. All of this translates into better efficiencies in fine collection and a reliable process for staff and clients.
- The Ministry conducted an extensive and informative review of the lifecycle of an offender that focused on client experience and client-centered service delivery. The results helped the Ministry focus on improvements in specific areas that will help offenders successfully reintegrate into their communities, particularly youth. This review has helped inform budget planning and the development of an offender population management strategy.
- Improvements continued to be made to the Justice of the Peace (JP) program. JPs are judicial officers who perform certain administrative and judicial functions in the criminal justice system. A centralized service hub established in 2010 had already increased JP availability for services like tele-warrants and requests for release in a number of northern communities. Over the last year, the communities covered by this service hub increased from 60 to 65. The Ministry also responded to the recommendations of the Justice of the Peace Commission, and in September 2014, benefits such as pension contributions were established for senior JPs.
- Steps have been taken with community mental health workers to begin collaborative discharge planning for in-custody clients with mental health issues.
- Infectious disease clinics are regularly held in all adult custody facilities. As well, work has started with community organizations and health partners to hold training sessions for clients on HIV, hepatitis C and other sexually transmitted infections in adult custody facilities. The Ministry is also working with public health partners to provide ongoing information sessions on testing for youth in custody.

Performance Measures

Video-conferencing

Number of locations with access to video-conferencing equipment



Source: Courts and Tribunals, Ministry of Justice, 2015

Percentage of charges heard by video-conference in court locations with access to equipment

Source: Innovation and Strategic Initiatives, Ministry of Justice, 2015

These measures are of interest to the Ministry and the Government, as video-conferencing technology reduces costs and assists in ensuring public safety. When used with offenders, video-conferencing primarily facilitates court appearances without transporting prisoners, witnesses, judges, prosecutors and defense counsel. It can be used for a variety of court proceedings, such as first appearances, adjournments, bail hearings, sentencing and remote appearances by witnesses and counsel. It also reduces delays when bad weather does not allow travel. The success of this initiative is shown by the increase in locations with access to video-conferencing and the number of appearances.

As of March 31, 2015, video-conferencing equipment was available in 30 Provincial Court locations; nine Queen's Bench locations; one Court of Appeal; three youth centres; two provincial correctional centres for men; and one provincial correctional centre for women.

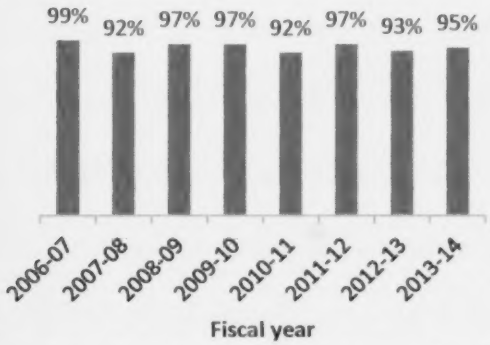
Strategy: Improve access to services and supports for victims of crime

Results

- The Ministry continued to effectively manage the Victims' Fund to ensure timely, appropriate responses to the needs of victims of crime. The Victims' Fund finances and manages 48 programs in 33 agencies offering services such as crisis intervention, financial compensation, support throughout the criminal justice process, and public education.
- Significant enhancements were made to the Victims Compensation Program on October 1, 2014 through amendments to *The Victims of Crime Regulations, 1997* and program policies. Amendments included: increasing the maximum compensation allowable from $25,000 to $100,000 per application; extending compensation for counselling to child victims of domestic violence, witnesses of homicide, and immediate family members in cases involving driving-related offences causing death; and increasing the maximum compensation for funeral expenses from $3,500 to $5,000.
- The Ministry engaged with North Sask Victim Services Inc., to develop procedures and provide training to staff on a new Northern Transportation and Safety Initiative that will be rolled out in 2015-16. This will provide transitional support and funding for emergency transportation and supplies when victims must leave unsafe circumstances, and resources to return to the community when danger to the victim is reduced.
- In order to allow RCMP to share victim information with Police-based Victim Services programs, the Ministry continued to work with police partners, victim services programs and the federal government to revise policies and procedures. The Ministry provided input on the proposed federal regulations to support the RCMP in sharing information with Victims Services. Once the federal amendments are finalized, provincial legislation and regulations will be reviewed to determine if changes are needed.
- Work on an e-learning project for victim services volunteers did not progress at the national level due to a focus on the Victims Bill of Rights. The Ministry will be assessing whether it should move forward with this project specifically for Saskatchewan, dependent on whether it begins to progress again on a national level.
- The Ministry continued to implement its multi-year plan to establish a central registry for protection orders in Saskatchewan. The registry will provide easily accessible information to police about non-contact conditions and enable timely victim notification when circumstances change in criminal or family court matters.
- Protections were introduced to expand the ability of police to help victims of violence and abuse. There will be numerous changes including extending the scope of the Act to care-giving relationships, regardless of cohabitation. When the amendments take effect, the name of the Act will change from *The Victims of Domestic Violence Act* to *The Victims of Interpersonal Violence Act*.

Performance Measures

Client satisfaction with Police-based Victim Services programs



Source: Innovation and Strategic Initiatives, Ministry of Justice, 2015

** These data are the most recent available. The 2014-15 report on the police-based victims services client survey will be available in fall 2015.*

This measure is of interest to the Ministry and the Government as it demonstrates the Ministry's commitment to providing effective services and supports to victims of crime throughout the criminal justice process.

The Police-based Victim Services programs are very effective at providing support to victims of crime and traumatic events through crisis intervention, support, referrals to other services, and information about the impact of crime and victimization.

Factors that may affect clients' perception of the program include: timeliness of response, frequency of contact, nature of services provided, the needs of victim, the expectations of the victim about the role of victims services, and their expectations for the criminal justice process.

The Ministry has a moderate level of control over these measures. The programs are delivered in partnership with local police services. RCMP-based programs operate with non-profit community-based boards.

* For a full report on the Victims Services Branch, please refer to **Appendix C**.

Strategy: Support adults and children in vulnerable circumstances by providing program services and supports

Results

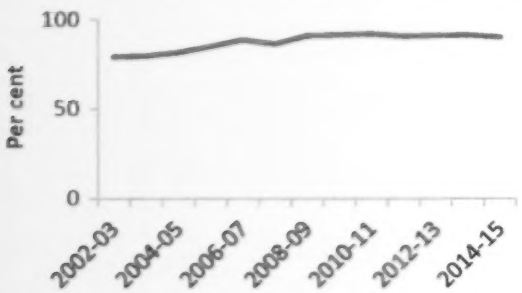
- A new legal program is helping Saskatchewan children and youth. As a component of the Saskatchewan Child and Family Agenda, the Counsel for Children program was established in December 2014. It is intended for situations where children and youth benefit from having their views and best interests represented in child protection proceedings by independent legal counsel. As of March 31, 2015, the program has appointed counsel to represent 62 children and youth. Counsel for Children can assist parties with an early resolution by focusing on the child or youth's perspective, which reduces the need to go to court.
- The Office of the Public Guardian and Trustee implemented changes to its computer system to streamline the handling of insurance matters for it clients.
- The province contributed $1.1 million to support the Saskatchewan Internet Child Exploitation (ICE) Unit. In the most recent available reporting period in 2013-14, the ICE Unit took on 212 new file investigations, executed 83 search warrants and laid 156 charges. Three child victims were also rescued from abusive environments over that timeframe. The Unit continues its efforts to identify child sexual predators and reduce sexual exploitation of children through the internet.
- The Ministry continued to co-chair the Provincial Partnership Committee on Missing Persons (PPCMP) and work with families, other jurisdictions and organizations to improve the response to missing persons cases. In 2014-15, the PPCMP hosted three regional sessions for families to increase their understanding of the impact of trauma, and one provincial workshop on trauma for agencies that support families. The PPCMP hosted Saskatchewan's second annual Missing Persons Week in May 2014 to raise awareness about the reasons people go missing. A third annual week is planned for May 2015.

- The Ministry provided $10.7 million to develop and operate 42 services delivered by 32 community-based organizations in 17 communities across Saskatchewan.
- The Ministry provided funding of $250,000 to North East Outreach and Support Services Inc., for the development of a residential crisis services program and facility in Melfort. Construction is expected to be complete in 2016.
- The Family Justice Services Branch continued enforcing maintenance payments, delivering parent education programs and supervising access and exchange programs.
- The Ministry continued to work with federal, provincial, and territorial governments to implement changes in family law. In December 2014, the federal *Family Homes on Reserves and Matrimonial Interest or Rights Act* came into effect. This Act gives spouses living on reserves the ability to occupy, possess, and divide matrimonial property following a separation, divorce or the death of a spouse. It also allows for on-reserve application of emergency protection orders to deal with family violence. Additionally, the Ministry worked with other federal, provincial, and territorial governments on the controversial issue of relocation of children following separation or divorce.
- The Ministry reviewed developments in other provinces' maintenance orders legislation to ensure *The Enforcement of Maintenance Orders Act, 1997* remains up-to-date.
- A number of amendments were made to legislation to improve protections for vulnerable adults. *The Public Guardian and Trustee Amendment Act, 2014* allows the Public Guardian and Trustee to revoke its authority over an estate if someone else can act as a property guardian. *The Powers of Attorney Amendment Act, 2014* clarifies the power of an individual who holds power of attorney over an estate to make gifts from that estate. *The Health Care Directives and Substitute Health Care Decision Makers Amendment Act, 2014* will allow caregivers to make decisions on specific day-to-day treatments on behalf of patients who lack the ability to do so.
- The new coroner case management program moved into the testing phase. Moving from a paper-based system to an electronic process allows for a provincially based system that saves time and provides faster performance and response to the public.
- Following the implementation of the new coroner case management system, *The Coroners Act, 1999* and its Regulations will be reviewed to better serve the public need for independent and impartial investigations into the circumstances surrounding unnatural deaths.
- The development of literacy, education and parenting skills for offenders in custody or under supervision has been deferred until 2015-16.
- The Ministry is in the process of developing a Mental Health Framework for Corrections that will include a mental-health focused snapshot of research, best practices, secure custody offender data, cost analysis, and programs and policies. This will be compared to a similar snapshot taken in 2013. In response to a recommendation from the Saskatchewan Mental Health and Addictions Action Plan, the Ministry is developing a program that focuses on psychological assessment and treatment services for offenders in custody and the availability of resources in the community. This program's objective will be to ensure offenders are supported from the time they enter the correctional system until the time they are back in the community.
- The Ministry provided incremental funding of $200,000 to Kate's Place, a supportive housing facility for women participating in the Regina Drug Treatment Court operated by the Salvation Army. Since 2012, four women who were pregnant while being treated at Kate's place have given birth to healthy, drug-free babies.
- The Custody, Supervision and Rehabilitative Services (CSRS) Division continues to play a critical role in the Serious Violent Offender Response (SVOR) initiative. For example, dedicated probation units provide case management and risk reduction services to reduce reoffending among this group. The Ministry has also partnered with the Saskatchewan Division of the Canadian Mental Health Association to provide a daily support living program for violent offenders with serious mental health issues.

- The Ministry is continuously striving to improve access to justice for Saskatchewan people. A clear demonstration of that is the creation of *The Fee Waiver Act*, which is expected to pass this spring and be proclaimed this fall. The Act will make it easier for lower income people to seek a waiver of court fees. It will be applicable at all stages of the court process and at all three levels of courts in the province.

Performance Measures

Collection of support payments for children and families



Source: Courts and Tribunals, Ministry of Justice, 2015

Maintenance enforcement orders and agreements for financial support are issued following a divorce or separation. The health and well-being of families depend on timely receipt of support income to which they are entitled.

This performance measure provides evidence that the Maintenance Enforcement Office has consistently improved its rate of collection over the long-term. Over the past five years, the Office has maintained a collection rate of 90 per cent or higher. In 2014-15, the collection rate was 90 per cent of monies owed in maintenance and enforcement orders and agreements that were referred to it. This gave the Office the second highest collection rate in Canada, behind Québec.

The Ministry has a high level of influence over collecting maintenance. It can enforce orders through garnishment of wages, bank accounts, and federal government payments such as Employment Insurance, Canada Pension payments, Old Age Security, income tax refunds and GST credits. It is always looking for new ways to ensure the successful collection of monies owed.

Strategy: Enhance public safety and reduce reoffending through effective security and rehabilitation

Results

- The Ministry initiated a review of the Dedicated Substance Abuse Treatment Program provided by the Regina Qu'Appelle Health Region at the Regina Correctional Centre to determine whether the program is effective. This review will be completed in 2015-16.
- The Custody, Supervision and Rehabilitative Services Division (CSRS) continued to train front-line staff in delivering core correctional programs and completed a review of the case management process. It is also developing a revised process that will streamline activities and consolidate adult and youth case management processes. The goal is to ensure integration and consistency where possible, simplify and streamline processes, and recognize the developmental needs of youth. In 2014-15, recommendations were made to the Provincial Steering Committee.
- The Ministry continues to identify, monitor and disrupt the ongoing drug and contraband smuggling activities of organized crime inside correctional institutions. In 2014-15, it improved upon this by assessing incoming inmates for health, gang involvement and suicide risk.
- The Security intelligence Unit continues to meet regularly with Criminal Intelligence Service Saskatchewan and Justice partners to review and develop information sharing strategies. In 2014, this process directly contributed to a number of high profile police actions successfully targeting organized crime and gang related activities in the province. Additionally, these processes have assisted in ensuring security threats are identified, classified and appropriately placed within Adult Corrections to promote safer correctional facilities.
- During 2014-15, the Ministry undertook efforts to ensure fairness to offenders. This included improvements to processes for calculating offender sentences. Many of these actions were included in the new automated client management system – the Criminal Justice

Information Management System (CJIMS). To support replacement of the out-of-date Justice Information System, employees were involved in ensuring youth custody and community services information captured by CJIMS was recent and accurate. The CSRS Division also continued to lead the response to the Provincial Auditor's recommendations related to an audit of the way the Division obtained and secured electronic case management information. To date, five of six recommendations have been implemented.

- To respond to increasing demand in adult corrections, the Ministry is reviewing programs such as bail supervision and the Fine Option Program to find and assess any potential opportunities to operate them more effectively.
- The CSRS Division currently contracts with five regional health authorities to provide addictions services in a number of adult and youth facilities. These services include addictions assessment, treatment and reintegration planning.
- In a partnership with the Ministry of Education, the Ministry of Justice has begun an initiative to revitalize its education program for young offenders. The goal is to ensure the education received by young offenders in custody is comparable to the provincial school system. In order to achieve this, there has been ongoing coordination among stakeholders from the Ministry of Education and the school divisions. Another goal is to improve transition planning during incarceration to promote the successful transfer of youth from custody back to the community. In-custody youth provided feedback on how to improve education during a session hosted by the CSRS Division.

Government Goal: Sustaining growth and opportunities for Saskatchewan people

Strategy: Increase protections for investors and consumers, and assure the integrity of Canada's capital markets

Results

- The Ministry works closely with the Financial and Consumer Affairs Authority (FCAA) on policy and legislative issues and is well informed on all aspects of its mandate, including consumer protection, securities, pensions, credit unions and insurance. The Ministry participates on the Consumer Measures Committee and its working groups to develop harmonized consumer protection legislation with federal, provincial and territorial counterparts.
- The Ministry is currently working with FCAA and the credit union system to determine what changes are required to provincial legislation in response to changes to federal legislation governing credit unions.
- The initiative to implement harmonized legislation that will allow financial advisors dealing in securities to incorporate is now part of ongoing consultations under the national Cooperative Capital Markets Regulatory system.
- The Ministry is working with FCAA to develop regulations that must be passed before *The Pooled Registered Pension Plans (Saskatchewan) Act* can be proclaimed, which will ensure all Saskatchewan workers are eligible to enroll in low-cost, tax-assisted pension plans. Public consultation was held on the proposed regulatory framework.

Strategy: Promote a favourable business environment and better protect consumers by improving legislation

Results

- Initial regulations pursuant to *The Consumer Protection and Business Practices Act* were passed in June 2014, allowing the new Act to take effect in September 2014. The new Act is a consolidation of legislation that protects consumers by setting out obligations of businesses in their interactions with consumers. This includes defining unfair practices and establishing minimum warranties that apply to all consumer transactions.
- A multi-jurisdictional agreement is still being worked out between the provinces to ease the regulatory burden affecting the establishment and administration of multi-jurisdictional pension plans. Negotiations are ongoing and this issue was discussed at a recent meeting of the Canadian Association of Pension Supervisory Authorities.
- Amendments to *The Condominium Property Regulations, 2001* and *The Condominium Property Act, 1993* went into effect in June 2014. Following proclamation, the Office of the Public Registry Administration developed education sessions and materials on condominium law and the amendments for the condominium community and the professionals that assist them.
- *The Insurance Act* was introduced in December 2014 to modernize the insurance industry and strengthen consumer protection. An extended period of consultation regarding the regulations necessary for the implementation of this legislation will be conducted over the next few years.

Government Goal: Delivering responsive and Responsible Government

Strategy: Enhance the effectiveness and efficiency of the Ministry's programs and services to ensure the best use of public funds and improve client service

Results

- The Ministry has taken a holistic approach to analysis, development and deployment of Information Technology (IT) programs and services. All IT operations and projects are now part of the Integrated Justice Information Management Systems Framework. In 2014-15, an executive program director was hired to oversee the implementation of the Integrated Justice framework. A change manager was also hired to assist with the first phase of implementing the new Criminal Justice Information Management System (CJIMS) framework. As well, work continued on implementing a new computer system in the Maintenance Enforcement Office.
- The Ministry contracted with the University of Regina to conduct research on the impact of domestic violence and drug treatment courts on the criminal justice system and its partners. This includes a critical analysis of how these courts can benefit or impede the criminal justice process, the specific outcomes and impact of alternative justice approaches on diverse partnerships and the extent of public interest in delivering these approaches. The final report will be available in summer 2015.
- Continuous improvement activities, including implementation of Lean principles and methodology, continued to be used within the Ministry. Corrections and Policing has also established a long-term improvement plan to improve client service delivery.

- The Ministry is developing a business case to centralize procurement in order to take advantage of savings through provincial contracts and better use of standing offers. Interviews will be conducted with other ministries that have centralized procurement models to help develop the business case.
- The Ministry continues to use Lean to better understand how to meet client needs and expectations. Employees use value stream mapping and other Lean tools to identify innovations that increase efficiency and improve client service. This has resulted in improved processes and outcomes for clients. For example, The Office of the Public Guardian and Trustee used Lean tools to reduce its response time to requests for payments from clients and service providers from five days to one day.
- Work continues on implementing a modified Lean Management System (LMS) into a front-line government service. The Ministry is exploring partnerships with other human service ministries to pilot this approach through their client-centered service delivery. Ultimately, the goal of this project is to use the modified LMS to monitor and improve the way the Ministry of Justice, and government as a whole, delivers services. The goal for implementation of this project is 2015-16.
- The Ministry continued to implement changes resulting from Lean initiatives in Transcript Services and the Saskatoon Traffic Safety Court. In 2014-15, Transcript Services implemented a universal transcript format and began work on upgrading its digital recording technology to allow electronic transfer of recordings. Lean recommendations being implemented in Saskatoon Traffic Safety Court include the better use of technology and immediate meetings between the Crown and defendant. Early results show that these improvements are contributing to a reduction in time to trial.
- The Ministry has reduced average wait times for replies to Freedom of Information and Indian Residential School Records requests for records from 45 days to less than 30 days. A single point of entry was created for all record requests, eliminating unnecessary wait times, reducing backlog and resulting in quicker turn-around for clients. This timeliness is particularly important in preventing unnecessary delays to clients who require records for cases before the federal Indian Residential School Adjudication Secretariat.
- Current initiatives in the Ministry involve professionals from many areas of expertise who work directly with offenders and at-risk families and individuals. By discussing key issues and shared opportunities, this collaborative approach has improved partnerships across government and in communities.
- Work continued on the implementation of a new computer system for the Maintenance Enforcement Office. This system is scheduled for implementation in 2015-16 and will provide more efficient service to clients.
- The risk management function in the Ministry was shifted from the Internal Audit Unit to the Ministry Planning Unit. The Ministry is also participating on an internal government steering committee tasked with looking at how government should be integrating risk into its planning processes.
- In the fall of 2014, the Ministry's Internal Audit Unit unveiled a new work plan based on best practices.
- The Ministry has begun creating a Policy Compliance Framework for Corrections and Policing. When completed, it will provide quality assurance and guide processes for complying with *The Correctional Services Act, 2012*, and its Regulations.
- The Ministry continues to review its programs on a regular basis to ensure they are in alignment with Ministry and government goals. In 2014-15, the following areas were reviewed: the Community Services Branch, the Interpersonal Violence and Abuse Unit, and the Aboriginal Courtworkers program.
- Over the last year, Community Corrections worked to ensure employees were allocated effectively. Several employees who were previously Community Youth Workers have now been reassigned as Probation Officers to work with adult clients. This has allowed Community Youth Workers and Probation Officers to have more direct contact with clients.

- The Saskatchewan Police College continues to offer and review the needs of outside clients to help them meet their needs. Historically, the College has provided training to a variety of government organizations.
- The Ministry continues to monitor overtime at correctional centres. The scheduling pilot project at the Regina Correctional Centre is underway and is being monitored for opportunities to reduce overtime in other institutions.
- The Strategic Partnerships Branch continues to complete annual risk evaluations for community agencies contracted to deliver services for the Ministry. Approximately 90 per cent of community agencies the Ministry provided funding to entered into multi-year service agreements with the Ministry in 2014-15. Risk evaluation assists community agencies in improving service delivery and accountability.
- The Ministry continued to ensure that community agencies receiving funding through the Building Partnerships to Reduce Crime (BPRC) initiative are aligned with community mobilization efforts and priorities.
- The majority of work on the appointment and oversight of special constables was completed through the Community Safety Officer (CSO) program this year. The development of this program has also assisted in ensuring consistency and oversight of other special constable appointments.
- Work flows were developed for Criminal, Civil, Family, and Bankruptcy Courts to streamline and enhance service to clients. These changes will also support the transition to an electronic document and provincial case management system. An electronic Queen's Bench Registry system was implemented in all judicial centres, giving clients the convenience to request and pay for litigation searches at any judicial centre.
- The Ministry has drafted a Provincial Crisis Management Framework for the Custody, Supervision and Rehabilitative Services (CSRS) Division that outlines the necessary measures to respond and recover from a crisis and ensure the safety of the public, employees and offenders. The Division works toward aligning its operational response with the Incident Command System, which has been identified as the provincial standard for on-site crisis management.

Strategy: Ensure that the administration of public affairs is within the rule of law

Results

- The Ministry continued to provide legal and policy advice and services to government as required.
- Through the Office of Public Registry Administration, the Ministry continued to provide government with legal advice on public registry law. This included monitoring compliance with Information Services Corporation (ISC) service agreements, performing the quasi-judicial functions required for ISC registries, and administering and promoting the expansion of the Common Business Identifier program.
- The Freedom of Information and Privacy Branch provided support to areas of the Ministry to classify, manage and dispose of records in accordance with government-wide records management guidelines. The Branch is also leading the development of Operational Records Schedules for the Ministry, which will provide all areas of the Ministry with the tools to ensure its operational records are disposed of in compliance with *The Archives Act, 2004*. The Records Management Unit provides training on these systems, and assisted with 95 searches related to freedom of information requests received by the Ministry.

Strategy: Negotiate key federal/provincial agreements to benefit Saskatchewan people

Results

- The Ministry continued to work with federal, provincial, and territorial partners to ensure continued support and funding for program areas such as civil and criminal Legal Aid, the Aboriginal Courtworker Program, the

Regina Drug Treatment Court, First Nations policing, and youth justice. This included finalizing funding agreements, demonstrating the need for enhanced federal funding, and continuing a cost-share approach. In addition, funding is in place for the Supporting Families Initiative until March 2017.

- The Ministry received funding from Justice Canada to continue its partnership in the delivery of 24 co-funded community justice programs until March 31, 2016. This includes adult and youth alternative measures programs.

Strategy: Increase participation of Aboriginal people in justice system delivery to deal with criminal justice issues

Results

- Aboriginal Law lawyers work closely with other ministries to ensure they understand and implement constitutional obligations under The First Nation and Métis Consultation Policy Framework. They provide educational seminars to government employees on the issue and played a key role in the development of *The Proponent Handbook: Voluntary Engagement with First Nation and Métis Communities to Inform Government's Duty to Consult Process* and *The Duty to Consult Process Guide for Saskatchewan Government Officials*.
- The Justice Elders Forum met twice in 2014-15. At the June meeting, a number of issues and topics were discussed relating to the work with offenders in institutions, building partnerships and corrections practices. At the Northern Justice Symposium in November, the Elders provided advice and comments on community sentencing options, justice trends in the north, and community policing (including the Community Safety Officer and RCMP auxiliary programs). They were also involved in discussions about violence against Aboriginal women and girls, northern victim services, victims compensation and the Embracing Life suicide prevention program. Gathering advice and consulting with Elders is an important and valuable way for the Ministry to engage Aboriginal communities and build mutual respect and trust.
- The Ministry continued to work closely with First Nations and Métis organizations to deliver justice services including Aboriginal community justice; urban community justice; crime prevention; the Aboriginal Courtworker program; interpersonal violence and abuse; and school-based restorative justice.
- Ministry officials took colleagues from Public Safety Canada on a tour of Saskatchewan First Nations communities in February 2015, during which time they received feedback on the First Nations Policing Program (FNPP). Also, the Director of Police Quality and Innovation co-chaired four national teleconferences with federal, provincial, and territorial partners to discuss the FNPP policy.
- The Ministry partnered with the Lac La Ronge Indian Band to explore the possibility of developing a Northern Training Centre that would provide up to 50 low-security male offenders with opportunities for education and training. Additional partnerships have been discussed with various agencies serving the La Ronge area, including the Ministry of Economy, Northlands College, Saskatchewan Polytechnic and SaskPower. Successful partnerships will provide a pool of potential employers and foster training that meets current labour market needs.
- Consultation continued with community stakeholders to increase awareness of programming for First Nations and Métis offenders. For example, the FSIN Justice Commission received a presentation on current activities related in custody and community First Nations programming. The Ministry is working to create an alliance with The Office of The Treaty Commissioner to provide cultural awareness training to all new Custody, Supervision and Rehabilitative Services (CSRS) employees.

Performance Measures

Percentage of ministry employees who self-identify as being of First Nations or Métis Ancestry, 2002-03 to 2014-15

Source: Public Service Commission, 2015

First Nations and Métis people represent approximately 15.6 per cent of the population in Saskatchewan, but are significantly overrepresented in the criminal justice system. Between 70 and 80 per cent of people in custody are of First Nations and Métis ancestry.

To assist the Ministry in ensuring programs respect the cultural and spiritual needs of First Nations and Métis clients it is important to employ staff who are of First Nations or Métis ancestry. The proportion of Ministry staff who self-identify as being of First Nations or Métis ancestry was 14.9 per cent as of March 31, 2015. While the Ministry's proportion of First Nations or Métis staff compares favorably to the province's public service sector rate of just over 11 per cent, it is recognized that there is more work to be done in this area to increase this proportion.

The Ministry has a moderate level of influence over this measure and has attempted to increase the percentage by actively undertaking recruitment and retention measures including:

- attending career fairs across Saskatchewan, reaching thousands of students and community members annually (a high proportion of attendees are First Nations or Métis ancestry);
- attending career events in First Nations communities to promote future careers in corrections and policing;
- designating First Nations and Métis positions in accordance with the Public Service Employment Equity Hiring Policy;
- ongoing training on respectful workplaces, anti-harassment and other diversity workshops; and
- continuing education and awareness provided to Corrections and Policing employees through the First Nations and Métis Awareness Training.

Strategy: Employ people management strategies that support a high performing, respectful and professional workplace in a safe and healthy work environment

Results

- Making Ministry employees feel valued is an important component in providing quality services to clients. Workforce planning is a major factor in how branches and divisions map out their yearly objectives, and is critical to identifying the proper training necessary to strengthen employees' skills and help them reach their career goals.
- The Ministry continues to support leadership potential in its employees. A comprehensive talent management inventory for middle management has been completed and work is underway to move the plan to the in-scope supervisory level. All divisions have reviewed their staff to identify employees who show high potential for leadership. The Ministry has supported a number of these employees by providing term positions, temporary assignments of higher duties, stretch assignments and secondments to other ministries. These efforts are an important part of retaining dedicated public servants and the corporate knowledge they possess.
- The Ministry continues to use summer student and co-op programs, social work and human justice practicums, and recruit articling law students. However, in 2014-15, the percentage of permanent full-time youth employed by the Ministry decreased from 8.5 per cent to 8.2 per cent.

- The Justice Inclusive Workplace Committee developed its annual work plan to encourage equity hiring and public education events. New employees were advised of the Committee and its activities at orientation sessions and through written materials. Committee members also met with representatives from the Public Service Commission to develop practical approaches to increase diversity among Ministry of Justice employees and learn about recruitment and retention.
- A Safety Management Implementation Committee was formed in November 2014 and continues to meet regularly to develop standard Occupational Health and Safety (OHS) policies and procedures. The Ministry also continues to work on injury reduction and improvements to employee health and safety. The Ministry of Justice receives feedback from the Ministry of Labour Relations and Workplace Safety regarding planned initiatives and updates on what has been implemented to date regarding injury reduction. Injury data for correctional centres has been provided to facility directors and local occupational health and safety committees, with guidance from OHS Consultants.
- Management in Custody, Supervision and Rehabilitative Services (CSRS) is working with corrections facility directors and staff to ensure the provisions of the new Collective Bargaining Agreement are applied in a consistent manner across the province's four adult correctional facilities.
- Corrections and Policing partnered with SLGA to improve and promote the Bright Ideas staff suggestion program. This partnership produced a solution that will allow Corrections and Policing staff to submit suggestions electronically, which will be rolled out to facility and field staff in 2015-16.
- The CSRS Division established an Organizational Improvement Unit responsible for developing staff training in Corrections. In 2014-15, the Unit:
  - designed and delivered a revised orientation program for all Custody employees;
  - designed and delivered an introductory training program for Community Corrections employees;
  - reviewed use of force and restraint training to include newly developed standards; and
  - developed a training program to provide employees working in youth custody facilities with the knowledge and skills needed in adult facilities. The program is currently being delivered to Orcadia Youth Residence employees in preparation for their transition to a different facility.
- Work is also underway to develop a formal training framework that will identify both mandatory and selected optional training requirements for employees.
- Corrections and Policing created a recognition program that provides opportunities for informal peer recognition and formal recognition by managers. In 2014-15, 60 Corrections and Policing employees received Certificates of Excellence through this program.

Strategy: Participate in/lead cross government approaches that support collaborative partnerships in government and community

Results

- The Serious Violent Offender Response (SVOR) program adopted an Information Sharing Protocol allowing relevant case information to be shared between partner agencies. SVOR will review the program in the spring of 2015 to identify any concerns.
- The Ministry participated in the Saskatchewan Child and Family Agenda in a number of ways this year. For example, the BPRC initiative's Centre of Responsibility (COR) model is being recognized across human services ministries as an ideal structure to provide leadership to actions resulting from SCFA initiatives, such as the Complex Families Initiative, the Poverty Reduction Strategy, and the Mental Health and Additions Action Plan. Other projects undertaken in 2014-15 related to the Agenda include the launch of the Counsel for Children Program, and ongoing work on the Aboriginal Family Courtworker Program, and the Northern Transportation and Safety Initiative.

- The Mental Health Court model implemented in Regina and Saskatoon this year improves the coordination of treatment and services for individuals exhibiting mental health issues who have been charged with a crime, including those with Fetal Alcohol Syndrome Disorder (FASD). Further work on FASD programming and education is planned for 2015-16.
- The "heat maps" initiative has evolved into an inter-ministerial approach to helping families with complex needs. Using this approach, government and community agencies will help families access services tailored to their specific needs. This project is in the initial stages, and will be developed further in 2015-16.
- The Government of Saskatchewan is committed to making the province the best place to live in Canada for people living with disabilities. The Ministry continued to work with partner ministries, the Citizen Consultation Team, and key stakeholders on the development of the Disability Strategy.
- The Research and Evidence-based Excellence Branch is currently working with the University of Saskatchewan and University of Regina on a number of innovative research and evaluation projects in justice, corrections, and policing. The goal of these projects is to promote community safety in Saskatchewan. The information gained through these projects has been used in presentations to a variety of different audiences, and resulted in literature reviews, academic papers, and program evaluations.

Government Goal: Meeting the challenges of growth

Strategy: Reduce costs for families requiring legal information

Results

- In November 2014, the Ministry launched *Family Matters: Assisting Families through Separation and Divorce*, a program in Saskatoon and Prince Albert. The goal of this program is to minimize the impact of separation and divorce on family members – particularly children – by providing resources to deal with changing family situations and assistance to resolve urgent and outstanding issues. The program will be expanded to Regina and Moose Jaw in April 2015.
- The Ministry is in discussion with the Public Legal Education Association (PLEA), Pro Bono Saskatchewan, and the Law Society Library about how to help self-represented individuals use the PLEA website to complete and submit the necessary forms to pursue their matters.
- The Family Law Information Centre continued to offer assistance to individuals with questions about family law. Responses included 4,693 telephone calls, 4,277 kits were distributed, and 996 referrals were made to other services.
- The Ministry provided $100,000 in funding to Community Legal Services for Saskatoon Inner City Incorporated (CLASSIC) as part of a three-year funding agreement. Over the year, 357 clients attended the Legal Advice Clinic that provides advice in family, civil and criminal law, compared to 316 in 2013-14. In 2014-15, the Walk-In Advocacy Clinic was attended by 754 clients, compared to 645 in 2013-14. The clinic provides clients with assistance on legal matters such as landlord-tenant disputes, income support, summary criminal charges, immigration and refugee issues, contract and debt situations, and wills and estates.

2014-15 Financial Overview

The Ministry's original 2014-15 appropriation was $595.2 million, including $37.7 million for capital asset acquisitions and $558.8 million on an expense basis. The expense budget excludes the $37.7 million appropriation for the Ministry to acquire capital assets and includes $1.3 million for non-appropriated expense adjustment.

For 2014-15, actual expenses were $564.7 million; a variance of $5.9 million higher than the original budget. The increased costs are attributable to:

- increased salary pressures, largely as a result of utilization pressures in Custody, Supervision and Rehabilitation Services Programs ($1.8 million);
- increased operating pressures, largely due to higher accommodation costs and an increase in the allowance for uncollectable fines in Court Services ($4.1 million); and
- higher amortization costs ($1.0 million), partially offset by a reduction in operating and capital grants. These were primarily RCMP, Community Safety Outcomes and Community Services ($1.0 million).

The renovation and addition to the Saskatoon Queen's Bench Courthouse was $1.9 million under budget and the construction work at the Prince Albert Provincial Correctional Centre was $2.0 million under budget for the 2014-15 fiscal year due to changes in project timelines. The expected cost of the projects has not changed; however, the cash flows between fiscal years will change from the original plans.

Expense results by sub-vote and allocation are summarized in subsequent pages of this report.

The 2014-15 revenue budget was $133.7 million. Actual revenue was $160.1 million; $26.4 million greater than budget. The increased revenue is primarily attributable to:

- a higher than anticipated payment received for participation in the Cooperative Capital Markets Regulatory System ($13.9 million);
- a higher than estimated dividend from Financial and Consumer Affairs Authority (FCAA) ($4.7 million);
- an increase in number of fines ordered and other court revenue ($3.0 million);
- revenue from SGI to support Traffic Safety Initiatives ($1.9 million);
- a higher than anticipated collection of Public Trustee fees; ($0.6 million); and
- net changes in a number of different branches and the write-off of accrued expenses from prior years ($2.3 million).

The 2014-15 restated full-time equivalent (FTE) budget was 2,801.0 FTEs, with actual FTE utilization of 3,098.4 (297.4 FTEs over budget). Staff were required to address workload pressure, as follows:

- custody facility and community supervision programs (utilization pressures) – 139.2 FTEs;
- courts (security detention and workload pressures) – 85.5 FTEs;
- prosecutions and legal service areas (workload pressures) – 27.9 FTEs;
- staff dedicated to implementing new IT system – 20.6 FTEs;
- Freedom of Information and Privacy (workload pressures) – 6.9 FTEs; and
- miscellaneous pressures throughout the rest of the Ministry – 17.3 FTEs.

2014-15 Financial Results – Expenditures

The following table outlines information on actual and budgeted expenditures by sub-vote and allocation. Explanations are provided where variances are greater than $500,000. All amounts are shown in $000s.

Sub-vote	Allocation	2013-14 Actual Expenditure	2014-15 Original Estimates	2014-15 Actual Expenditure	Variance	Notes
Central Management and Services	Minister's Salaries (Statutory)	$ 95	$ 96	$ 96	$ -	
	Executive Management	2,560	2,014	1,985	(29)	
	Central Services	11,084	12,332	12,305	(27)	
	Accommodation Services	32,671	34,314	34,995	681	1
	Land Titles Assurance Claims (Statutory)	-	1	-	(1)	
Total Central Management and Services		**$ 46,410**	**$ 48,757**	**$ 49,381**	**$ 624**	
Courts and Civil Justice	Court Services	$ 36,519	$ 32,326	$ 36,435	$ 4,109	2
	Salaries – Provincial Court Judges (Statutory)	14,804	13,809	14,730	921	3
	Salaries – Justices of the Peace (Statutory)	-	3,639	2,465	(1,174)	4
	Family Justice Services	4,633	4,758	4,308	(450)	
	Dispute Resolution Office	1,867	1,683	1,836	153	
	Public Guardian and Trustee	2,846	2,918	2,826	(92)	
	Counsel for Children	-	240	210	(30)	
Total Courts and Civil Justice		**$ 60,069**	**$ 59,373**	**$ 62,810**	**$ 3,437**	
Legal and Policy Services	Civil Law	$ 4,147	$ 4,180	$ 4,078	$ (102)	
	Public Law	4,614	4,367	5,189	822	5
	Strategic Initiatives and Program Support	1,424	1,012	1,127	115	
	Public Prosecutions	21,918	23,024	22,626	(398)	
	Communications	435	473	426	(47)	
	Access and Privacy	420	444	305	(139)	
	Queen's Printer Revolving Fund – Subsidy	95	97	35	(62)	
Total Legal and Policy Services		**$ 33,053**	**$ 33,597**	**$ 33,786**	**$ 189**	
Total Community Safety Outcomes		**$ 13,857**	**$ 16,381**	**$ 15,173**	**$ (1,208)**	6
Community Justice	Community Services	$ 16,848	$ 17,032	$ 17,144	$ 112	
	Public Complaints Commission	643	645	690	45	
	Office of the Chief Coroner	2,918	3,247	2,814	(433)	
Total Community Justice		**$ 20,409**	**$ 20,924**	**$ 20,648**	**$ (276)**	
Boards and Commission	Human Rights Commission	$ 2,143	$ 2,151	$ 2,143	$ (8)	
	Office of Residential Tenancies	1,540	1,535	1,759	224	
	Inquiries	83	126	49	(77)	
	Legal Aid Commission	22,779	23,505	23,205	(300)	
	Automobile Injury Appeal Commission	868	1,005	861	(144)	
Total Boards and Commission		**$ 27,412**	**$ 28,322**	**$ 28,117**	**$ (205)**	

Sub-vote	Allocation	2012-13 Actual Expenditure	2013-14 Original Estimates	2013-14 Actual Expenditure	Variance	Notes
Custody, Supervision and Rehabilitation Services	Custody Services	$ 119,983	$ 125,386	$ 128,708	$ 3,322	1
	Community Corrections	34,139	27,366	26,559	(807)	8
	Program Support	5,030	5,639	5,618	(21)	
	Correctional Facilities Industries – Subsidy		40		(40)	
Total Custody, Supervision and Rehabilitation Services		**$ 159,153**	**$ 158,431**	**$ 160,885**	**$ 2,454**	
Policing	Police Programs	$ 17,916	$ 17,286	$ 18,551	$ 1,265	9
	Royal Canadian Mounted Police	165,607	171,534	169,770	(1,764)	10
	Program Support	2,089	1,398	1,266	(132)	
Total Policing		**$ 185,612**	**$ 190,218**	**$ 189,587**	**$ (631)**	
Sask. Police Commission	Saskatchewan Police Commission	$ 162	$ 203	$ 189	$ (14)	
	Saskatchewan Police College	1,082	1,268	1,217	(51)	
Total Saskatchewan Police Commission		**$ 1,244**	**$ 1,471**	**$ 1,406**	**$ (65)**	
Total Major Capital Projects		**$ 30,503**	**$ 37,691**	**$ 33,339**	**$ (4,352)**	11
Total Ministry Appropriation		**$ 578,564**	**$ 595,165**	**$ 595,656**	**$ 491**	
Capital Asset Acquisitions		(29,661)	(37,691)	(32,815)	4,876	12
Capital Asset Amortization		2,104	1,304	2,329	1,025	13
Total Ministry Expense		**$ 550,165**	**$ 558,778**	**$ 564,646**	**$ 5,868**	

Explanations of Major Variances:

1. Costs to support the lease of space from the Ministry of Central Services were more than anticipated.
2. Increased costs related to court security, workload pressures and other operating pressures.
3. Increased leave liability and increased need for relief judges.
4. Costs less than anticipated in first year of statutory program.
5. Restructuring of branch functions.
6. Under expenditure due to vacancies and less than anticipated operating costs.
7. Increased costs due to high counts in custody facility operations.
8. Delays in projects and savings from vacancies.
9. Funding for some police programs budgeted from RCMP program (see note 10).
10. Under expenditure for the RCMP contract. Funding for some police programs budgeted from RCMP program (see note 9).
11. Change to project timelines for renovations and additions to the Saskatoon Courthouse and the Prince Albert Provincial Correctional Centre. The cost of the projects has not changed; however, cash flows between fiscal years will change.
12. Higher actual costs of capital projects meeting the definition of a tangible capital asset.
13. Amortization of capital assets higher than anticipated.

Detailed payee information will be published in Volume 2 of the 2014-15 Public Accounts.

2014-15 Financial Results – Revenues

The Ministry collects revenues related to the fines, licenses and service fees on behalf of the Government and receives funding from the federal government related to Legal Aid, municipal policing and other cost-shared programs. The following table outlines information on actual and budgeted revenues by revenue description. Explanations are provided for all variances greater than $500,000. All amounts are shown in $000s.

Description	Revenue Budget	Actual Revenue	Variance	Notes
Fines, Forfeits and Penalties	$ 17,485	$ 18,850	$ 1,365	1
Sales, Services and Service Fees	13,355	15,533	2,178	2
Other Licences and Permits	578	562	(16)	
Transfers from Federal Government	60,000	73,900	13,900	3
Other Federal/Provincial Agreements	11,172	11,773	601	4
Transfers from Other Governments	18,137	18,616	479	
Other Enterprises and Funds	12,701	940	(11,761)	5
Other Miscellaneous Revenue	273	19,878	19,605	6
Ministry Revenue	**$ 133,701**	**$ 160,052**	**$ 26,351**	

Explanations of Major Variances:

1. Increase in number of fines ordered.
2. Higher than anticipated Public Trustee fees were collected.
3. Payment from Cooperative Capital Markets Regulatory System participation higher than anticipated.
4. Increased revenues from Exchange of Services agreement and cost-share for young offenders.
5. Budget for FCAA dividend located in Other Enterprises and Funds; actuals received through Other Miscellaneous Revenue (see note 6).
6. Dividend from FCAA higher than estimated (see note 5).

Revolving Funds and Special Purpose Accounts

The Ministry is responsible for managing and operating the following revolving or special purpose funds:

- Correctional Facilities Industries Revolving Fund
- Criminal Property Forfeiture Fund
- Queen's Printer Revolving Fund
- Victims' Fund

Information regarding the 2014-15 business activities of these funds can be found in **Appendix C** of this Annual Report.

For More Information

This report provides information about our accomplishments and our future plans. We welcome any questions or comments that you may have. Please feel free to contact us at:

Ministry of Justice
Communications Branch
1000 – 1874 Scarth Street
Regina, SK S4P 4B3

By telephone: (306) 787-7872

Or send an email to: webteam@gov.sk.ca

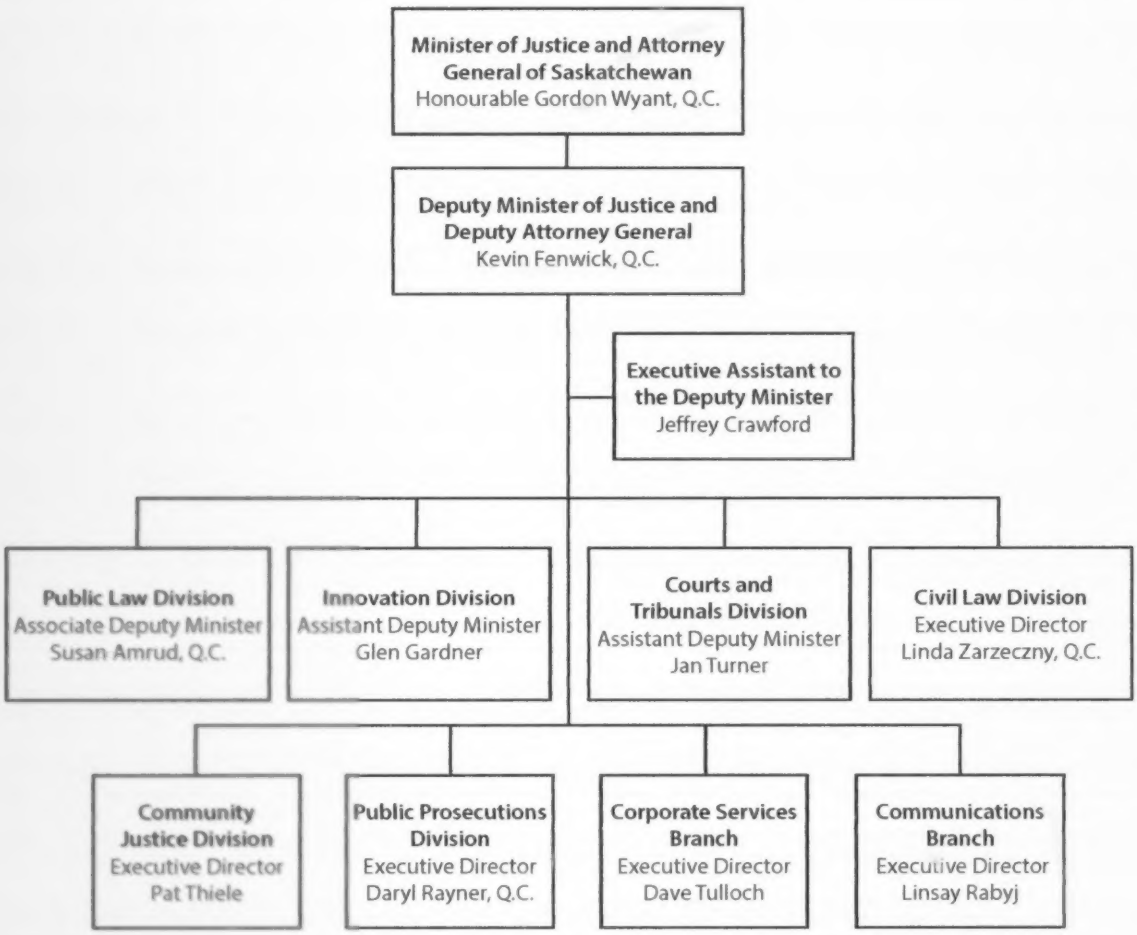
Copies of this report are available for download at:
www.saskatchewan.ca/government/government-structure/ministries/justice

Government of Saskatchewan

Appendix A: Organizational Chart as of March 31, 2015

Attorney General

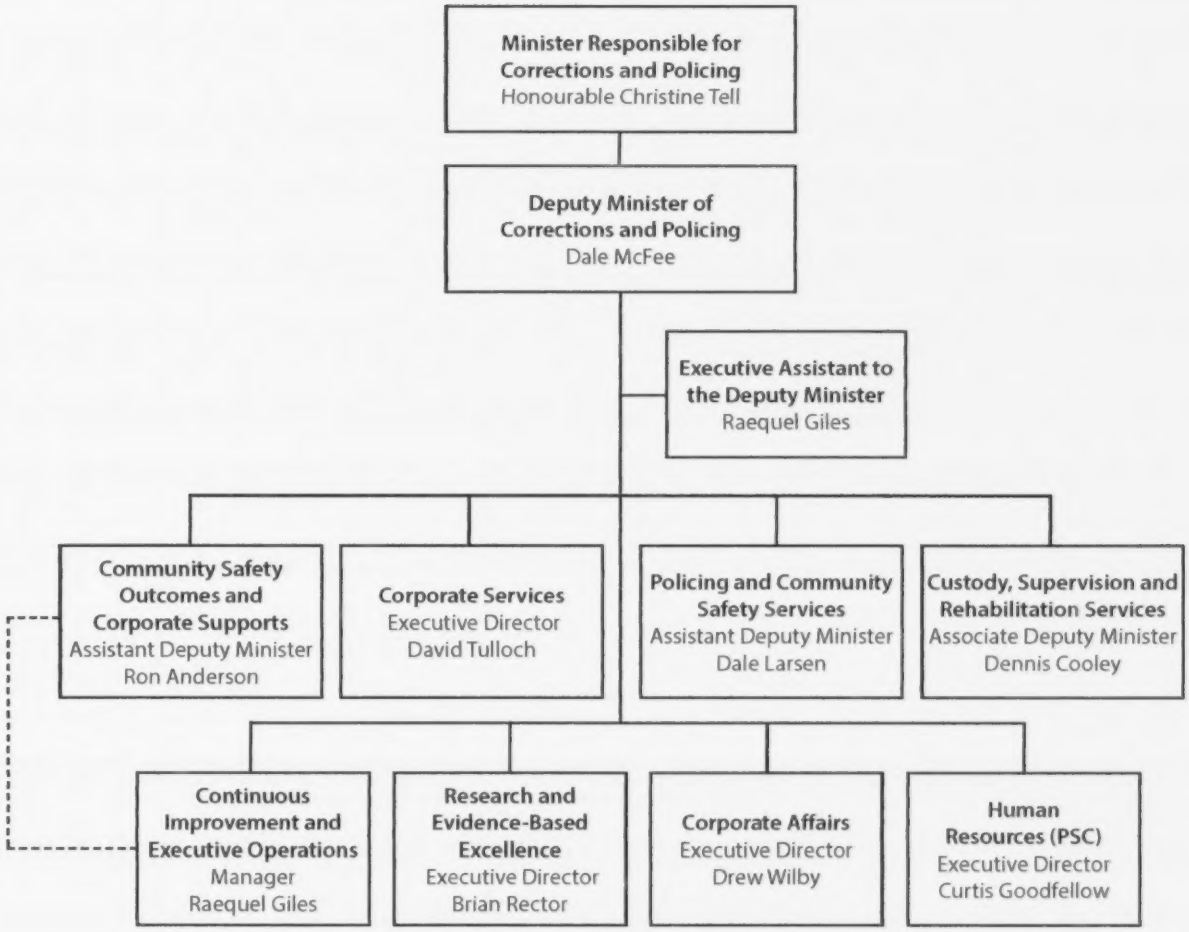
* As of March 31, 2015



Government of Saskatchewan

Corrections and Policing

* As of March 31, 2015



Appendix B: Boards and Commissions

The Minister of Justice and Attorney General and the Minister Responsible for Corrections and Policing are responsible for a number of boards and commissions that receive varying levels of administrative and policy support from the Ministry, including:

- Aboriginal Courtworker Advisory Board
- Automobile Injury Appeal Commission
- Financial and Consumer Affairs Authority
- Funeral and Cremation Services Council
- Justice of the Peace Review Council
- Law Reform Commission
- Office of Residential Tenancies
- Provincial Court Judicial Council
- Provincial Mediation Board
- Public Complaints Commission
- Public Disclosure Committee
- Public and Private Rights Board
- Saskatchewan Review Board
- Saskatchewan Film Classification Appeal Committee
- Saskatchewan Film Classification Board
- Saskatchewan Human Rights Commission
- Saskatchewan Legal Aid Commission
- Saskatchewan Legal Aid Commission Appeal Committee
- Saskatchewan Police Commission
- Saskatchewan Real Estate Commission
- The Elders Forum
- Victims Compensation Appeal Committee

Most of these boards and commissions produce and table their own annual reports. However, the following agencies have very brief annual reports that are included in this document to accommodate tabling requirements and reduce printing costs:

- Automobile Injury Appeal Commission
- Provincial Mediation Board
- Office of Residential Tenancies

Automobile Injury Appeal Commission

Mandate and Objectives

The Automobile Injury Appeal Commission is an independent, quasi-judicial body whose mandate is to adjudicate no fault bodily injury benefit disputes between a claimant and the insurer (SGI), in a less formal manner and on a more timely, less costly basis than is available through the courts.

In fulfilling this role the Commission has several objectives:

- to issue quality decisions based on facts, findings and legislative entitlements on a timely basis;
- to reduce the average elapsed time between the submission of an application and the commencement of a hearing;
- to enhance the understanding of the appeal process and how it may be accessed, and to better inform claimants who represent themselves during the process;
- to enhance services and information available to the parties to the appeal process and for the management of the appeal process; and
- to collect, use, disclose and protect personal information through appropriate privacy and security policies and practices.

Commission Membership

As of March 31, 2015, the Commission's membership included:

- Joy Dobko, Saskatoon
- Dr. Barry Heath, Saskatoon
- Laura Lacoursiere, Saskatoon
- Lucille Lamb, Q.C., Saskatoon
- Jane Lancaster, Q.C., Saskatoon
- Keith Laxdal, Regina (Chairperson)
- Joni MacKay, Saskatoon
- Don McKillop, Q.C., Regina
- Walter Matkowski, Saskatoon
- Ann Phillips, Q.C., Regina

- Ryan Plewis, Swift Current
- Tim Rickard, Saskatoon

During the year, Joni MacKay was appointed as a Commission member, Walter Matkowski was re-appointed to the Commission, and Jane Lancaster, Q.C., elected to continue on the Commission as a part-time member.

The Appeal Process

The Commission hears appeals of benefit entitlement decisions made by SGI under the no fault insurance program for injuries sustained in motor vehicle accidents.

When people are not satisfied with a personal injury benefits decision made by SGI under the no fault system, they can file an appeal with either the Court of Queen's Bench or the Commission. Appeals must be filed either within 90 days of the date of SGI's decision or, if mediation was elected, 60 days from the date mediation was completed.

Claimants filing an appeal to the Commission pay a $75 application fee. If this causes substantial hardship, claimants may ask the Commission to waive the fee by obtaining and filing a Certificate of Substantial Hardship. The fee (if paid) is refunded if the claimant is successful.

Once the claimant and SGI have filed all documents relevant to an appeal, the Commission gives written notice of the hearing date, time and location. Hearings are regularly held in Prince Albert, Saskatoon and Regina. The Commission provides the documents submitted by the claimant and the respondent to assist the parties and the appeal panel in reviewing the documentary evidence.

Claimants can represent themselves or have their lawyers present their cases to the Commission. In approximately two of three appeals, claimants are self-represented. SGI is represented by counsel.

Both the claimant and SGI have the right to examine and cross-examine witnesses. If necessary, either party can arrange to have a witness subpoenaed to attend the hearing. Witnesses can testify by telephone if they are unable to attend the hearing in person.

The Commission interprets and applies the law and regulations governing no fault benefits. It has the authority to set aside, confirm or vary benefit decisions made by SGI under the no fault benefits plan. Written reasons for the Commission's decision are provided to and binding on both parties. The decision can be appealed to the Court of Appeal on a question of law only. Transcripts or audio recordings are provided to the parties upon request and at their expense.

Appeal hearings are open to the public and the Commission's decisions are published on its website (www.autoinjuryappeal.sk.ca) and other legal sites, although de-identified for purposes of web publication. This practice assists claimants and the general public in knowing more about their entitlement to injury benefits and offers self-represented claimants an opportunity to become familiar with the hearing process.

Legislative and Budgetary Authorities

The legislation governing the Commission's activities includes:

- *The Automobile Accident Insurance Act*
- *The Personal Injury Benefits Regulations*
- *The Automobile Accident Insurance (Injury) Regulations*

The Commission's budgetary status is reflected as follows:

- 2014-15 Budget: $1,005,000
- Budgeted FTEs: 3.0
- 2014-15 Actual: $861,357
- FTEs: 3.95

The favorable actual-to-budget variance of $143,643 is attributable to several factors – the reduced number of hearings held during the year resulted in lower per diem payments to members, reduced travel costs for both members and staff, staff salary savings, and reduced IT spending.

The unfavorable .95 FTE variance was the result of employing summer students and retaining part-time staff to assist during periods of permanent staff turnover.

2014-15 Activities and Results:

- There were 120 new appeal files opened by the Commission during 2014-15. Based on past experience, a significant percentage of these files will be settled or withdrawn by the claimant prior to an appeal hearing.
- The Commission issued 44 final decisions during the year. Thirty-four of these decisions were issued within 60 days of the hearing having concluded or the last evidence being filed. This represents a 74 per cent success rate towards meeting the Commission's objective of issuing all written decisions within 60 days of a hearing being concluded.
- The 44 decisions issued by the Commission in 2014-15 were in process for an average of 1.7 years from the time the file was opened until the written decision was issued. This compares to an average of 2.1 years for the previous year.
- There were 115 on-the-record hearings conducted during 2014-15. Many of these were pre-conference hearings conducted by telephone that dealt with various preparatory issues that can arise prior to appeal hearings.
- During the year the Commission received applications to waive fees based on substantial hardship from 15 different claimants. A fee waiver was approved for 10 claimants; four of the five claimants whose waiver was not approved subsequently remitted the fee and their appeal is in process.
- Members of the Commission were engaged in SGI's No Fault Review process and the Commission's chairperson was a representative on their No Fault Review Injury Review Panel.
- Commission staff completed the conversion of the administrative portion of appeal files to an electronic format.
- Commission members participated in training programs offered by the Foundation of Administrative Justice and the Law Society of Saskatchewan. Members also attended the Saskatchewan Administrative Tribunals Association's Conference and Annual General Meeting.

2015-16 Planned Activities

- The Commission will continue to participate in various activities arising from SGI's No Fault Review project.
- A number of Lean activities will carry forward into the 2015-16 fiscal year. These include the implementation of several outstanding changes, updating written and web-based communications materials, and database changes to provide enhanced measurement reports.
- The Commission anticipates revising its Certificate of Substantial Hardship form to accommodate the new fee waiver legislation.
- The Commission will continue to support professional development initiatives that enable members and staff to continue to improve services and the quality of the appeal process experience for claimants.

No Fault Appeal Statistics

	2010-11	2011-12	2012-13	2013-14	2014-15
Comparative Activity Levels					
Appeal Files Opened	137	146	151	144	120
Appeal Files Closed Prior to Hearing	62	85	66	77	69
Hearings Held	345	231	98	111	115
Decisions Issued	52	64	33	51	44
Status of Appeal Files Opened in a Particular Year					
Appeal Files Opened	137	146	151	144	120
- Less Closed Prior to Hearing	73	63	74	33	15
- Less Decisions Issued	46	43	30	19	3
Outstanding*	18	40	47	92	102

** Includes files where decisions are outstanding; files that stand adjourned; and files that are awaiting additional medical information or reports.*

Provincial Mediation Board and Office of Residential Tenancies

Provincial Mediation Board

The Provincial Mediation Board has a role or responsibility in:

- Municipal Tax Enforcement
- Mortgage Foreclosures
- Debt Counseling

Municipal Tax Enforcement

Municipalities require the Board's consent to complete tax enforcement proceedings under *The Tax Enforcement Act*. Upon receiving an application from a municipality, the Board contacts the landowner to try to establish a plan for the taxpayer to pay the arrears of taxes. If the taxpayer does not agree to a reasonable plan for payment of the tax arrears, or defaults on payment, the Board grants its consent to the municipality to take title to the land.

Mortgage Foreclosures

The Board receives a Notice of Intention to Foreclose in advance of every non-commercial foreclosure action. The proposed plaintiff cannot start a court action for 30 days, during which time the Board contacts the mortgagor by mail to offer its services. If the mortgagor contacts the Board, the Board provides information on foreclosure procedures and discusses options that may be available to the mortgagor to deal with arrears and avoid court.

The Board maintains electronic files for Notices of Intention to Foreclose, which enables staff in both Regina and Saskatoon to access files and share information. This improves service to the public by ensuring a prompt response to enquiries from either location.

Debt Counseling

The Board continues to administer 38 active files under the Orderly Payment of Debt provisions of the *Bankruptcy and Insolvency Act*, but discontinued offering the program to the public in 2012. These files will remain under administration until concluded. Some may take several years to close.

A not-for-profit agency, Credit Counseling Society (CCS), has offered free credit counseling services in Saskatchewan for several years. After review the Board considered the credit counseling services offered by CCS to be accessible and effective, and did not consider it to be necessary or desirable to duplicate those services. Inquiries are now referred to CCS. In October 2014, CCS opened a second office in Saskatoon to expand its services in Saskatchewan.

Board Members

- Dale Beck, Chair, Regina
- Andrea M. Jorde, Saskatoon
- Douglas Jameson, Regina

Legislative Authorities

Governing legislation:

- *The Provincial Mediation Board Act*
- *The Tax Enforcement Act*
- *The Land Contracts (Actions) Act*
- *The Agricultural Leaseholds Act*
- *The Land Titles Act, 2000*
- *The Bankruptcy and Insolvency Act* (federal)
- *The Landlord and Tenant Act*

Provincial Mediation Board Statistics

	2012-13	2013-14	2014-15
Debt Repayment Files Opened	6	0	0
Debt Repayment Files Active at Year End	66	55	38
Debt Payments Received from Debtors (thousands)	$250	$143	$114
Administrative Levy on Debt Payments (thousands)	$35	$24	$18
Notices of Mortgage Foreclosure/Cancellation of Agreement for Sale	621	618	772
Tax Enforcement Files Opened	511	649	652
Tax Enforcement Fees	$13,620	$16,700	$16,440

Office of Residential Tenancies

The Office of Residential Tenancies (ORT) was created to provide those involved in rental disputes an alternative to the court system. The ORT's mandate is to provide simple, inexpensive and timely dispute resolution for landlords and tenants. To achieve this, the ORT:

- provides information to landlords and tenants about their rights and obligations;
- encourages landlords and tenants to use information about their rights and responsibilities to resolve problems directly; and
- adjudicates disputes between landlords and tenants when they can't find their own solutions.

Board Members

- Dale Beck, Director, Regina
- Douglas Jameson, Deputy Director, Regina
- Andrea M. Jorde, Deputy Director, Saskatoon
- Terry Hymers, Deputy Director, Saskatoon

Legislative Authorities

Governing legislation:

- *The Residential Tenancies Act, 2006*
- *The Condominium Property Act, 1993*
- *The Co-operatives Act, 1996*
- *The Tax Enforcement Act*

The ORT has jurisdiction under:

- *The Condominium Property Act, 1993* to enable condominium associations to evict tenants of condo units who disturb other occupants;
- *The Co-operatives Act, 1996* to evict persons whose membership in a housing co-operative is revoked; and
- *The Tax Enforcement Act* to evict occupants of property acquired by municipalities through tax enforcement.

Budget

The Provincial Mediation Board and Office of Residential Tenancies operate as a combined entity and share resources and personnel. Their budgets are combined.

2014-15 Budget: $1,535,000
FTEs: 16.1
Per Diem Hearing Officers: 21

2014-15 Actual: $1,759,000

2015-16 Budget: $1,545,000
FTEs: 16.1
Per Diem Hearing Officers: 23

The variance of $224,000 is substantially attributable to an increase in per diems paid to hearing officers. The additional per diems arose from:

- the need to train 13 new hearing officers appointed just prior to and during the fiscal year;
- a backlog of applications arising from a shortage of hearing officers during the prior fiscal year;
- an increased number of applications; and
- hearing officers billing for additional time required to write detailed reasons for decision.

Recent decisions of the Court of Queen's Bench on appeals from decisions of hearing officers have reiterated that hearing officers must write sufficient reasons. Specifically, hearing officers must write sufficient details of the facts and the law, and explain how they are applying the law to the facts to arrive at a decision. This has a number of benefits, including increased public acceptance of the outcome. However, it also increases the amount of time needed to write decisions, which in turn results in hearing officers being paid more per diems.

Progress in 2014-15

- The appointment of 13 new hearing officers during 2014 addressed a shortage of hearing officers, and permitted the ORT to work through a backlog of applications. However, a number of hearing officers withdrew, and there is a constant need for the appointment of new ones.
- Considerable work was done to develop and consult with the public on amendments to *The Residential Tenancies Act, 2006*. *The Residential Tenancies Amendment Act, 2014* was introduced in October 2014.
- The ORT continues to encourage landlords and tenants to solve problems directly. The ORT emphasized good communication and direct solutions between landlords and tenants as a preferable solution to an application to the ORT for adjudication.
- Staff who work directly with the public require conflict resolution skills. Staff acquire and improve conflict resolution skills through ongoing training. Staff encourage landlords and tenants to talk to each other to solve problems and to refer the other to the ORT for information. Well-informed landlords and tenants are better able to resolve problems directly.
- Revisions were made to ORT's call centre allowing the public to obtain general information on the rights and responsibilities of landlords and tenants when the office is closed.
- A concentrated effort to convert to electronic records, and eliminate unnecessary files and unused office equipment and supplies, enabled the Regina location to convert a storage room into a third hearing room. The additional hearing room was necessary to handle the backlog of cases, as well as the increased volume of applications.
- The client service supervisors in each location are increasingly using measurements of client service to identify areas for improvement and monitor the effect of changes. Efficiencies enable the ORT to handle the increased workload and catch up on backlog with minimal additional staff.
- The ORT made 30 presentations to over 800 people about various aspects of residential tenancy law.

2015-16 Goals and Objectives

- Using provided funding, the ORT will develop and implement case management software to automate processes, convert to digital case records, and provide a web portal the public can use to apply to the Office and access files pertaining to them.
- The new software will make digital case records immediately accessible to all staff in either location, which will eliminate time wasted locating paper files, significantly improve the quality and completeness of records, reduce errors and improve service to the public.
- The ORT will relocate the Regina office to government space. The new office will be designed to provide appropriate security and protection of information, and be functionally efficient.
- The ORT will continue to look for efficiencies in office systems and practices. Electronic case management systems and existing call centre technology enables much work to be done from either ORT location. That allows supervisors to transfer work between ORT office locations and maintain service even during staff shortages.
- The ORT will continue to simplify and clarify the language used in the forms approved for use by landlords and tenants for online completion and submission of applications, payment of fees, and uploading documents as evidence.
- The ORT will simplify the language on its website so the meaning is clear. The webpages will be moved to the new Government of Saskatchewan website to improve accessibility.

- The ORT will continue to promote and encourage electronic communication and service of documents, and will implement amendments to *The Residential Tenancies Act, 2006* and Regulations to support these changes. This will reduce the amount of time and money spent on serving paper documents.
- The ORT will continue to make public presentations to increase the awareness and knowledge of landlords and tenants, and educate the public on changes to the law, use of the web portal, and other changes to processes.

Office of Residential Tenancies – Statistics

The ORT uses dated case management software that was developed in the mid-1990s. There are concerns about the reliability of the statistics produced by the software. Various reports will produce different statistics for the same period of time. The table below shows statistics for the last six fiscal years using a consistent methodology for retrieving data for each fiscal year, and is believed to be most reflective of the work of the ORT.

	2010-11	2011-12	2012-13	2013-14	2014-15
Total Applications Received	6,769	6,719	6,388	7,376	7,609
Landlord Applications	5,562	5,306	5,186	5,860	6,067
Tenant Applications	1,207	1,205	1,202	1,516	1,542
Fees	$273,520	$270,750	$251,500	$286,300	$298,052

Appendix C: Revolving Funds

Corrections Facilities Industries Revolving Fund (PRISM Industries)

The Corrections Facilities Industries Revolving Fund (PRISM Industries) operates under the authority of Section 108 of *The Correctional Services Act, 2012*. The purpose of PRISM Industries is to rehabilitate offenders by operating work programs that provide practical and marketable work skills, and to provide a revenue source to reduce the costs of programming.

PRISM Industries operates similar to private sector shops where quality products, full workdays, waste reduction, efficiency and inventory control are business decisions. The long-term financial targets of the fund are in accordance with the Revolving Fund concept of break-even management.

PRISM Industries collects revenue from the sale of manufactured items on behalf of the Government. All revenue collected is deposited to the General Revenue Fund.

The following table compares budget and actual summary information.

	(in thousands of dollars)			
	Budget	**Actual**	**Variance Over/(Under)**	**Notes**
Revenue	568	448	(120)	1
Expenditures				
Cost of Goods Sold	498	467	(31)	2
Gross Profit	70	(19)	(89)	
Overhead Expenses	48	51	3	
SURPLUS (Deficit) FROM OPERATIONS	22	(70)	(92)	
Other Income	–	–	–	
Subsidy from GRF	–	–	–	3
Annual Surplus (Deficit)	**22**	**(70)**	**(92)**	

Note: Final numbers subject to Public Accounts and Provincial Audit verification.

Explanations of Major Variances

1. Lower than expected sales.
2. Decrease in cost of goods sold as a resulted of lower sales.
3. Subsidy from GRF not required in 2014-15.

Audited financial statements are available at: www.saskatchewan.ca

Criminal Property Forfeiture Fund

The Criminal Property Forfeiture Fund is a special purpose fund governed by *The Seizure of Criminal Property Act, 2009* (the Act) and *The Seizure of Criminal Property Regulations, 2009* (the Regulations) to:

- receive all revenue related to the sale of property forfeited to the Crown under the Act and Regulations;
- receive all revenue related to the sale of property forfeited to the Crown pursuant to section 186 of *The Traffic Safety Act*;
- offset the costs related to bringing forward applications for forfeiture order and for managing and selling forfeited assets; and
- use surplus funds to benefit victims of crime and enhance police operations.

2014-15 Goals and Objectives

The Fund's goal for 2014-15 was to use funds, generated by the seizure of criminal property and that exceed the costs of administration, to benefit victims of crime and to enhance police operations. The Fund worked toward this goal in 2014-15 by:

- establishing processes and procedures to enforce the Act and Regulations; and
- working with other stakeholders to implement established processes and procedures.

2014-15 Activities and Results

- Officials with the Criminal Property Forfeiture Fund and the Ministry's Civil Law Division continue to review and amend established processes and procedures to enforce the Act and Regulations.
- The Director of Seizure of Criminal Property within Corrections and Policing continues to help communicate the processes and procedures to policing agencies. This position also plays a fundamental role in working with policing agencies and the Ministry's Safer Communities and Neighbourhoods Investigation Unit in obtaining the information required to bring forward files to make applications for forfeiture order.
- For the period of April 1, 2014 to March 31, 2015, 20 of the 22 forfeiture applications decided by the courts were decided in the Director's favour.
- For the period of April 1, 2014 to March 31, 2015, the Fund received $928,099.65 in forfeitures from 18 of the 20 successful court applications under the Act. This includes cash, property and expense reimbursements awarded to the Crown. From the two remaining forfeiture orders granted, $32,194.25 has not yet been received for deposit.
- In addition, administrative forfeiture legislation was proclaimed on January 1, 2015. Administrative forfeiture will enhance the civil forfeiture process in unchallenged applications and increase the ability to pursue unclaimed assets, excluding real property. Administrative forfeiture creates an effective and efficient process while ensuring that innocent interest holders are protected.
- A total of $937,359.66 in forfeitures was received during the period of April 1, 2014 to March 31, 2015. A large portion ($304,514.41) of this was from cash forfeitures under the *Seizure of Criminal Property Act, 2009*. Additionally, there was one instance of property forfeited to the Crown pursuant to Section 490.1 of the *Criminal Code* for $3,000.00 in cash.
- For the period of April 1, 2014 to March 31, 2015, there was one property forfeited to the Crown pursuant to section 186 of *The Traffic Safety Act* for $1,050.

Revenue and Expenses in 2014-15

Description	2014-15	Notes
Court Ordered Forfeitures	$928,099.65	1
Administrative Forfeitures	$6,260.01	2
Property forfeited to the Crown pursuant to Section 490.1 of the *Criminal Code*	$3,000.00	
2014-15 Fund Revenue	**$937,359.66**	
2014-15 Expenses	**$78,468.00**	3

1. The Fund received this amount in forfeitures from 18 of the 20 successful court applications under *The Seizure of Criminal Property Act, 2009*. This includes cash, property and expense reimbursements awarded to the Crown. From the two remaining forfeiture orders granted, $32,194.25 has not yet been received for deposit.
2. The Fund received this amount from eight out of the 66 notices sent out through the administrative forfeiture process. From the remaining 58 notices sent out through the administrative forfeiture process, $115,107.01 has not been received for deposit.
3. For the period of April 1, 2014 to March 31, 2015, the Criminal Property Forfeiture Fund incurred expenses related to process serving, utilities, insurance premiums for the files, and towing and storage,

The Criminal property Forfeiture Fund made no disbursements in 2014-15.

Queen's Printer

On behalf of the Government of Saskatchewan, the Queen's Printer publishes and distributes all legislation, regulations and other government legislative publications, including:

- The Saskatchewan Gazette;
- tables to Saskatchewan Statutes and Regulations;
- the Saskatchewan Rules of Court for the Court of Queen's Bench and the Court of Appeal;
- private Acts;
- bound annual statutes; and
- the complete set, as well as practice-specific sets, of the consolidated Statutes of Saskatchewan and Regulations of Saskatchewan.

Legislative and Budgetary Authorities

Under the authority of the Minister of Justice and Attorney General and the Lieutenant Governor in Council, and subject to *The Queen's Printer's Act* and *The Queen's Printer's Fees Regulations, 2004*, the Queen's Printer is part of the Public Law Division of the Ministry of Justice.

The Queen's Printer operates through the Queen's Printer Revolving Fund and sells its legislative publications and services to achieve the Fund's break-even mandate. Significantly self-funded, the Queen's Printer receives an appropriation from the General Revenue Fund so it can provide free access to all current electronic publications on the internet.

The main users of paper and electronic publications include:

- municipal, provincial and federal governments;
- law offices;
- colleges and universities;
- industry-specific groups (e.g., associations and oil and gas companies);
- libraries; and
- businesses and corporate entities.

Sales have risen in the last year. Efficiencies in on-demand printing with existing equipment have kept the cost of goods sold low. The Fund has decreased its reliance on the General Revenue Fund considerably, with the goal of eliminating this reliance completely in the future.

Queen's Printer Financial Summary

	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Actual (unaudited)
Revenue	$ 826,226	$ 861,135	$ 881,039	$1,039,276	$ 900,000	$1,025,737
Expenditures:						
Cost of Goods Sold	$ 241,147	$ 258,363	$ 258,793	$ 270,162	$ 256,000	$ 334,728
Gross Profit/(Loss)	$ 585,079	$ 602,772	$ 622,246	$ 769,114	$ 644,000	$ 691,009
Administrative Expenses	$ 678,824	$ 715,426	$ 719,983	$ 862,369	$ 741,000	$ 765,344
Net Profit/(Loss)	$ (93,745)	$ (112,654)	$ (97,737)	$ (93,254)	$ (97,000)	$ (74,335)
GRF Subsidy	$ 83,000	$ 92,000	$ 97,000	$ 95,000	$ 97,000	$ 0
Net Profit/(Loss) After Subsidy	**$ (10,745)**	**$ (20,654)**	**$ (737)**	$ 1,746	$ 0	$ (74,335)

2014-15 Goals and Objectives

- Add more edited historical legislation to current information on Freelaw® (online source for all current Government of Saskatchewan legislation).
- Incorporate online form submission and payment into the Publications Centre.
- Market Publications Centre, including Freelaw®, by attending trade shows and sponsoring relevant industry and business events.
- Promote and sponsor various related professional agencies by preparing materials for national meetings and professional development seminars or providing web and graphic design services.
- Work closely with client groups to improve the quality of the publications services provided.
- Communicate with provincial, federal and territorial Queen's Printers to ensure legislation and publishing services are consistent with industry technological standards and best practices.
- Support the Government's Lean initiatives, especially those with online efficiencies to be implemented.
- Support the new Government of Saskatchewan website (www.saskatchewan.ca), by helping ministries organize and catalogue publications.
- Begin a rebuild of the Queen's Printer website and ensure it is compatible with www.saskatchewan.ca.

2014-15 Activities and Results

- Added historical legislation, Order in Council (OC) summaries and point-in-time consolidations to Freelaw®:
  - Historical legislation is posted to Freelaw® daily.
  - All OC summaries continue to be posted on a weekly basis.
  - Point-in-time consolidations continued to be added to Freelaw®.
  - Historical gazettes continue to be digitized and posted to the Internet.
- Posting to the Publications Centre occurs daily.
- The Queen's Printer continues to support the Law Reform Commission by scanning documents and providing print and distribution services.
- Provided presentations to Government of Saskatchewan ministry executives on document management and online services offered by the Queen's Printer to foster better use of existing government resources and support the new Government of Saskatchewan website.
- Continued to make government forms more accessible to the public by posting them on the Publication Centre website. Worked with other agencies such as the Office of the Public Guardian and Trustee and the Office of Residential Tenancies to ensure necessary forms are online.
- Assisted the Public Legal Education Association (PLEA) in launching a website for self-litigants in the area of Family Law.

Queen's Printer Subscription Statistics

Publication/Service	2010-11 Actual	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Actual
Statutes of Saskatchewan Bound Volume	160	154	136	131	125
The Saskatchewan Gazette	218	203	179	154	138
Loose-leaf Statutes	261	252	216	189	163
Loose-leaf Regulations	87	79	70	65	60
Separate Chapters	60	59	50	47	43
Tables	173	161	142	127	116
Rules of Court (English/French)	327/2	321/5	314/5	292/5	269/5
Loose-leaf Rural Municipality	208	196	186	178	166
Loose-leaf Urban Municipality	258	225	214	186	176

Victims Services

Victims Services has the primary responsibility for assisting victims involved in the criminal justice system in Saskatchewan. Victims have needs directly related to their involvement in the criminal justice system, which may include:

- information on the justice system, support and assistance as they proceed through the criminal justice process, and referrals to appropriate agencies;
- assistance with collecting court ordered restitution;
- compensation to offset expenses directly resulting from violent crime; and
- an opportunity to tell the court how they have been affected by the crime.

Special emphasis is placed on meeting the needs of more vulnerable individuals, such as children, persons with disabilities, and Aboriginal people, who are disproportionately victimized by crime.

In order to ensure basic services are available to meet the needs of victims of crime throughout Saskatchewan, Victims Services offers a range of direct programs, which are outlined in this report. Underlying these direct services are other initiatives that improve understanding and increase awareness of the needs of victims, and help ensure a comprehensive and co-operative response. These other initiatives include:

- education and training;
- coordination of services;
- research and evaluation; and
- prevention of victimization programming.

Legislative and Budgetary Authorities

The governing legislation of the Victims Services Program is *The Victims of Crime Act, 1995* and *The Victims of Crime Regulations, 1997*. The *Declaration of Principles Respecting the Treatment of Victims of Crime*, included within the Act, outlines the principles with respect to the treatment of victims that are to be followed by persons working within Saskatchewan's justice system.

The Victims' Fund, which was established by this legislation, is the primary support for services for victims of crime in Saskatchewan. This is a special purpose fund that predominantly comprises revenue from victim surcharges paid by offenders on federal and provincial offences.

2014-15 Goals and Objectives

- Continue implementation of the province-wide expansion of police-based victim services programming to all police jurisdictions.
- Enhance Victim/Witness Services by developing standards of practice, associated policies and accompanying training materials.
- Continue working with the RCMP and Justice Canada to identify solutions to the issue of access-to-information by RCMP-based victim services programs.
- Implement enhancements to the Victims Compensation Program.
- Continue to improve responses to families of missing persons by supporting direct services, training for victim services program staff, and development of specialized counselling and/or support groups for families.
- Effectively manage the Victims' Fund by monitoring revenue and expenditures, exploring avenues to increase revenue, and obtaining federal project funding where possible.
- Deliver and support the development of training and education activities for victim services and other criminal justice system personnel regarding the needs of victims and appropriate responses to those needs.

2014-15 Activities and Results

Financial Management/Administration

Revenue in 2014-15 was over budget by $6.2 million, due mainly to:

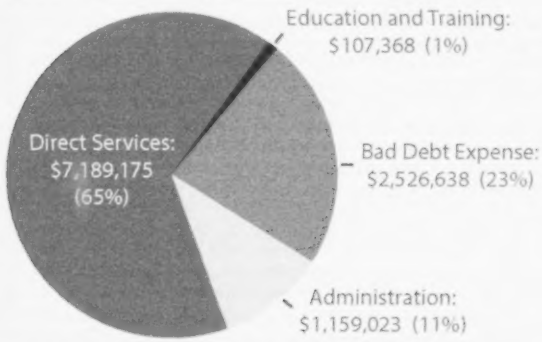
- increased imposition and collection of provincial and federal surcharges;
- higher than anticipated interest revenue; and
- seized proceeds of crime.

Revenue includes surcharges, surcharge receivables, federal proceeds of crime, investment income, and other miscellaneous revenue. Total expenditures were over budget by $2.0 million due to accounting for a bad debt expense of $2.5 million. These figures are unaudited; the audited financial statements for the Victims' Fund will be included with the Public Accounts on July 31, 2015.

Victims' Fund Revenue and Expenditures

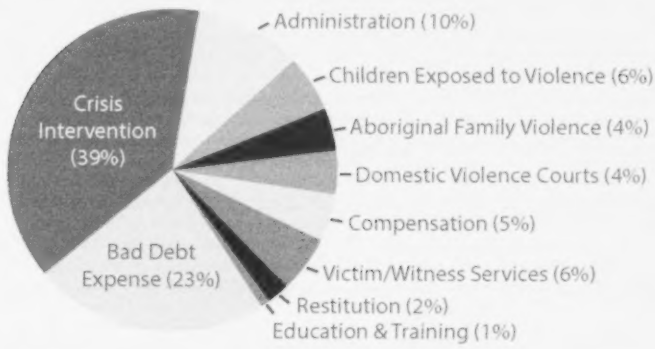
Victims' Fund (000's)	2014-15 Budget	2014-15 Actual (unaudited)
Revenue	$ 8,000	$ 14,233
Expenditures	$ 8,983	$ 10,982

Victims Services
2014-15 Actual Expenditures – Unaudited

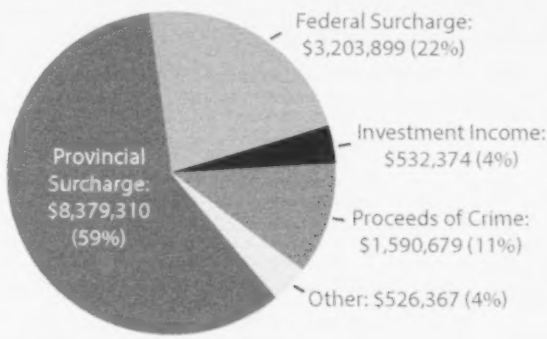


Total Expenditures: $10,982,203

Victims Services
2014-15 Actual Expenditures (%) – Unaudited



Victims Services
2014-15 Actual Revenue – Unaudited


Federal Surcharge: $3,203,899 (22%)
Investment Income: $532,374 (4%)
Proceeds of Crime: $1,590,679 (11%)
Other: $526,367 (4%)
Provincial Surcharge: $8,379,310 (59%)

Total Revenue: $14,232,629

Financial Management/Administration (cont.)

- Monitored provincial and federal victim surcharge imposition and collection, as well as investment of the Victims' Fund, to maximize revenue.
- Obtained approval for project funding from Justice Canada's Victims Fund totalling over $485,598 for the following projects: Victims Services for Families of Missing Persons; Northern Program Model; and Victims Services Collaboration.

Government of Saskatchewan

- Worked with specific programs to provide advice on management and financial issues.
- Administered federal proceeds of crime monies that were deposited into the Victims' Fund. These funds are designated for payment to police agencies for anti-organized crime and crime prevention activities upon approval of the Saskatchewan Proceeds of Crime/Civil Forfeiture Management Committee.

Victims Services Staffing

Total FTE Establishment	
Administration	7.0
Compensation	2.0
Restitution	4.0
Victim/Witness Support	6.5
Training & Interpersonal Violence Manager	1.0
TOTAL FTEs	**20.5**

Police-based Victim Services

- Managed ongoing funding agreements with 14 community agencies and municipal police services to ensure that services are available to victims of crime. This includes 14 Police-based Victim Services programs, as well as six Aboriginal Resource Officer programs and three Missing Persons Liaison programs that are part of their assigned victim services teams.
- Continued to implement a plan to expand police-based victim services to the remaining 34 police jurisdictions in the province. In the Northern Administration District, services were expanded to two jurisdictions and staff were hired to deliver services in the remaining four jurisdictions pending completion of their security clearances. In central Saskatchewan, a new program was developed to provide services in 15 jurisdictions upon completion of staffing.
- Began to restructure police-based victim services in the northwest and Prince Albert regions, reflecting larger regional models used in other areas of the province, in order to strengthen service delivery and complete the province-wide expansion of these services.
- During National Victims of Crime Awareness Week, recognized the over 160 volunteers who assist in providing services to victims of crime through police-based programs. Special recognition was provided to 10, 15 and 20 year volunteers.

Specialized Victim Services

- Managed ongoing funding for seven specialized Victim Services programs in urban centres, where client volume and/or unique needs require a different delivery model to meet demands. This includes programs for victims of sexual assault and domestic violence, such as services associated with Domestic Violence Courts in the Battlefords, Saskatoon and Regina.

Aboriginal Initiatives

- Managed ongoing funding for six Aboriginal Resource Officer programs within Police-based Victim Services, and six Aboriginal Family Violence programs.

Supports for Families of Missing Persons

- Managed funding for three Missing Persons Liaison (MPL) positions in the urban Police-based Victim Services programs in Prince Albert, Regina, and Saskatoon. Services were provided to families in the three cities, and training and advice was provided to all other police-based victim services in the province. The coordination of services and initiatives was supported between the MPLs and the Provincial Partnership Committee on Missing Persons (PPCMP).
- Provided funding to the Greystone Bereavement Centre to implement specialized counselling and/or support groups, and identify ongoing needs related to the delivery of specialized support services for families of missing persons.

Children Exposed to Violence Programming

- Managed ongoing funding for nine Children Exposed to Violence programs. This includes support provided to the Keewatin Yatthe Regional Health Authority to complete a community needs assessment to inform program development in the Buffalo Narrows region.

Prevention of Victimization Programming

- Managed ongoing funding for the Street Workers Advocacy Program in Regina.

Victim/Witness Services

- Developed and implemented standards of practice for Victim/Witness Services including a standardized case management policy framework and associated resources and training materials.

Victims Compensation Program

- Provided compensation payments totalling $523,024 to reimburse victims for actual expenses resulting from crimes of personal violence. Approved new compensation applications from 336 victims in 2014-15.
- Enhanced the Victims Compensation Program by amending *The Victims of Crime Regulations, 1997* and program policies. Changes included increasing the maximum compensation allowable from $25,000 to $100,000 per application; extending compensation for counselling to child victims of domestic violence, witnesses of homicide, and immediate family members in cases involving driving-related offences causing death; and increasing the maximum compensation for funeral expenses from $3,500 to $5,000.
- Continued development and testing of a new electronic Customer Relationship Management system, to better manage Victims Compensation case information and improve reporting capabilities.

Adult Restitution Program

- Monitored and helped enforce court-ordered restitution for adult offenders; advised victims of available civil enforcement measures and processes; and trained criminal justice system professionals. The program monitored 968 new restitution files on behalf of 1,141 victims in 2014-15, either directly through program staff in Victims Services, or in conjunction with Probation Services.
- Moved the Restitution Civil Enforcement Program from the Fine Collection Branch to the Victims Services Branch to coordinate program administration with meeting victims' needs. In 2014-15 this program helped victims collect $197,084 in restitution by providing free assistance to victims with civil enforcement of unpaid orders; assisting offenders in paying outstanding restitution; and using civil enforcement mechanisms when necessary.

Victim/Witness Services – New Clients

	Males			Females			Total		
	2012-13	2013-14	2014-15	2012-13	2013-14	2014-15	2012-13	2013-14	2014-15
Children	54	52	37	78	94	72	132	146	109
Teens	61	71	61	202	221	206	263	292	267
Adults	86	148	105	356	459	432	442	607	537
Total	**201**	**271**	**203**	**636**	**774**	**710**	**837**	**1,045**	**913**

Victims Compensation Statistics

Applications	2010-11	2011-12	2012-13	2013-14	2014-15
Received	428	434	438	389	495
Approved/Pending	397	416	414	380	463
Denied	31	18	24	9	32
Total Amount Awarded	**$367,427**	**$379,319**	**$478,969**	**$464,030**	**$523,024**

Education and Training

- Provided training to staff of Police-based Victim Services, Aboriginal Resource Officer, and Domestic Violence Victim Services programs, and other human services agencies, on the impact of trauma, ambiguous loss and supporting families of missing persons in building resiliency.
- Supported the delivery of one regional training workshop for police-based victim services staff on the needs of families of missing persons and how to support them.
- Contracted with Saskatchewan Polytechnic Prince Albert Campus and assisted in delivering the eleventh course of the 72-hour standardized basic training program for service-delivery staff of Police-based Victim Services programs from around the province. The first of three modules of the twelfth course was delivered in March 2015 at Saskatchewan Polytechnic, Prince Albert Campus. In addition, continued to contribute subject matter expertise to the delivery of Saskatchewan Polytechnic's 12-week Victim Services Coordination applied certificate program.
- Supported the delivery of four Ontario Domestic Assault Risk Assessment (ODARA) certification training sessions and provided follow-up support for Victim Services, Victim/Witness Services and Domestic Violence Court program staff. Worked in partnership with Corrections and Policing to provide provincial oversight for ODARA quality assurance activities.
- Delivered six training sessions on *The Victims of Domestic Violence Act* and roles and responsibilities for municipal police officers, one session for members of RCMP "F" Division, and individual sessions for the three Mobile Crisis Services staff. Delivered two half-day sessions to 260 students in the Faculty of Nursing at the University of Saskatchewan regarding nurses' roles and responsibilities in responding to interpersonal violence and abuse.
- Delivered a two-day training session for staff of Police-based Victim Services and Domestic Violence Victim Services programs as part of a three-day conference organized in partnership with the Saskatchewan Association of Police Affiliated Victim Services (SAPAVS) and RCMP "F" Division.
- Delivered a two-day training session for staff and managers of the nine Children Exposed to Violence programs, a two-day training session for staff and managers of six Aboriginal Family Violence programs as well as a one-day training session for the five Domestic Violence Victim Services programs.
- Provided ongoing governance support to boards and staff of non-profit agencies funded by Victims Services, with a focus on board roles and core responsibilities related to policy governance, strategic planning, operational oversight, and leadership. Assisted two newly formed Police-based Victim Services boards in developing and beginning implementation of a comprehensive policy governance model and provided governance training to an additional two boards.

- Coordinated Saskatchewan's activities during National Victims of Crime Awareness Week in 2014 to raise awareness of the needs of victims and inform the public about services that are available. Planning is underway for the next annual week to be held in April 2015.
- As part of the PPCMP, participated in planning and organizing the second annual Missing Persons Week in Saskatchewan to raise awareness about missing persons issues and the needs of families.
- Distributed 11,600 copies of Victims Services brochures, posters, fact sheets, bookmarks and other educational material to criminal justice system and community agencies, government offices and individuals.

Coordination

- In response to initiatives by the federal government related to victims of crime:
  - Continued to provide input to consultations on proposed amendments to the *Royal Canadian Mounted Police Regulations, 1988*, in support of RCMP referral of victims to victim services programs. When amendments are finalized, Saskatchewan's *Victims of Crime Act, 1995* and *Victims of Crime Regulations, 1997* will be reviewed to determine if changes are needed.
  - Worked with Justice Canada and Ministry officials on issues related to the federal *Victims Bill of Rights Act* which will be implemented in 2015-16.
- Met regularly with RCMP "F" Division and representatives of SAPAVS to discuss and address issues of mutual concern.
- Participated as a member of the PPCMP, and on inter-ministry committees related to interpersonal violence and abuse issues.
- Represented Saskatchewan at one meeting of the Federal/ Provincial/Territorial Working Group on Victims Issues and participated in its ongoing work.
- Participated in the Prairie Region Victim Advisory Council (Correctional Service Canada and Parole Board of Canada) as the provincial-territorial government representative.
- Participated in a Canadian Blood Services intersectoral planning session designed to increase tissue and organ donations in Saskatchewan.
- Participated in the planning and facilitation of a collaborative, interdisciplinary workshop on improving community safety and wellness outcomes in northern communities.
- Participated in the Child Abuse and Sexual Exploitation Committee's review and enhancement of the provincial Child Abuse Protocol.
- Served as Chair of the PrairieAction Foundation, which raises funds for community-based research into the causes of and solutions to interpersonal violence and abuse.
- Provided financial support to SAPAVS to assist with administrative expenses.
- Supported the Ministry's Interpersonal Violence and Abuse Unit by managing funding agreements for five community-based programs it funds.

Research and Evaluation

- Completed a review and introduced amendments to *The Victims of Domestic Violence Act* and *The Victims of Domestic Violence Regulations*, with the changes coming into effect in 2015-16. When the amendments take effect, the name of the Act will change to *The Victims of Interpersonal Violence Act*, which extends the scope of application of the Act to care-giving relationships regardless of cohabitation. It will also modernize the Act to include prohibitions on electronic communication between parties and will expand the definition to include harassment and deprivation of necessities as prohibited forms of interpersonal violence.
- Collected and monitored regular qualitative and quantitative reporting from all funded agencies.
- Supported the Innovation and Strategic Initiatives Branch's work to administer:
  - an ongoing client satisfaction survey in Police-based Victim Services programs; and
  - an ongoing satisfaction survey of clients of the Victims Compensation Program.

Appendix D: Key Contact Information

Access and Privacy
1874 Scarth Street, Room 520
Regina, SK S4P 4B3
Phone: (306) 787-5473 Fax: (306) 798-4064
Email: accessprivacyjustice@gov.sk.ca

Aboriginal Courtworker Program
1874 Scarth Street, Room 610
Regina, SK S4P 4B3
Phone: (306) 787-6467 Fax: (306) 787-0078
National Web Site: www.courtworker.com

Automobile Injury Appeal Commission
2400 College Avenue, Room 504
Regina, SK S4P 1C8
Phone: (306) 798-5545 Fax: (306) 798-5540
Toll-free: 1-866-798-5544
Email: aiac@gov.sk.ca

Commissioner for Oaths and Notary Public
1874 Scarth Street, Room 1010
Regina, SK S4P 4B3
Phone: (306) 787-4117 Fax: (306) 787-8737

Custody, Supervision and Rehabilitative Services
Phone: (306) 787-8958 Fax: (306) 787-0676

Dispute Resolution Office
3085 Albert Street, Room 323
Regina, SK S4S 0B1
Phone: (306) 787-5747 Fax: (306) 787-0088
Email: disputeresolutionjustice@gov.sk.ca

Family Justice Services Branch
3085 Albert Street, Room 100
Regina, SK S4S 0B1
Phone: (306) 787-8961 Fax: (306) 787-1420
Toll-free: 1-866-229-9712 (outside of Regina area)
Email: meomquiry@gov.sk.ca

Family Law Information Centre
Phone: (306) 787-5837 Fax: (306) 787-0107
Toll-free: 1-888-218-2822 (Saskatchewan only)

Freedom of Information and Privacy
Mailing Address: 510-1855 Victoria Avenue
Regina, SK S4P 3T2
Phone (306) 798-0222 Fax: (306) 798-9007

Human Rights Commission
122 3rd Avenue North, Room 816
Saskatoon, SK S7K 2H6
Phone: (306) 933-5952 Fax: (306) 933-7863
Telewriter: (306)-373-2119
Toll-free: 1-800-667-9249 (Sask. only)

Legal Aid Saskatchewan
201 21st Street East, Room 502
Saskatoon, SK S7K OB8
Phone: (306) 933-5300 Fax: (306) 933-6764
Toll-free: 1-800-667-3764
Email: central@legalaid.sk.ca

Office of Residential Tenancies
Regina Office
2151 Scarth St, Room 120
Regina, SK S4P 2H8
Phone: (306) 787-2699 Fax: (306) 787-5574

Saskatoon Office
122 3rd Avenue North, Room 105
Saskatoon, SK S7K 2H6
Phone: 1-888-215-2222 Fax: 1-888-867-7776

Provincial Mediation Board
Toll-free Numbers
Phone: 1-877-787-5408 Fax: 1-888-867-7776

Regina Office
2151 Scarth Street, Room 120
Regina, SK S4P 2H8

Saskatoon Office
122 3rd Avenue North, Room 105
Saskatoon, SK S7K 2H6

Public Guardian and Trustee
1871 Smith Street, Room 100
Regina, SK S4P 4W4
Phone: (306) 787-5424 Fax: (306) 787-5065
Toll-free: 1-877-787-5424
Email: pgt@gov.sk.ca
Hours: Monday through Friday, 8 a.m. to 5 p.m.
(Closed for the noon hour and holidays)

Safer Communities and Enforcement Services (SCES)
Toll Free (Saskatchewan only): 1-866-517-2337
Regina (306) 798-9146 Fax: (306) 798-7700
Saskatoon: (855) 933-6411 Fax: (306) 933-8392

Victims Services Branch
1874 Scarth Street, Room 610
Regina, SK S4P 4B3
Phone: (306) 787-3500 Fax: (306) 787-0081
Toll-free: 1-888-286-6664
TTY Phone Number: 1-866-445-8857

Vehicle Impoundment Against Sexual Exploitation (VISE)
Phone: (306) 787-9713 Fax: (306) 787-8084

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